

# Public Document Pack

## Sussex Police and Crime Panel

Members are hereby requested to attend the meeting of the Sussex Police and Crime Panel, to be held at **10.30 am** on **Friday, 29 June 2018** at **County Hall, Lewes**.

### Tony Kershaw

Clerk to the Police and Crime Panel

21 June 2018

#### Webcasting Notice

Please note: This meeting will be filmed for live or subsequent broadcast via East Sussex County Council's website on the internet – at the start of the meeting the Chairman will confirm that the meeting is to be filmed. Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. The webcast will be available via the link below: <http://www.eastsussex.public-i.tv/core/>.

#### Agenda

- 10.30 am 1. **Appointment of Chairman and Vice Chairman**
- The Panel will be invited to appoint a Chairman and Vice Chairman for the 2018/19 municipal year.
- 10.33 am 2. **Declarations of Interests**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt contact Democratic Services, West Sussex County Council, before the meeting.
- 10.36 am 3. **Minutes of Previous Meeting** (Pages 7 - 12)
- To confirm the minutes of the previous meeting on 27 April.
- 10.39 am 4. **Urgent Matters**
- Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency.
- 10.40 am 5. **Annual Review of Membership and Proportionality** (Pages 13 - 20)
- Report by the Clerk to the Police and Crime Panel.
- The Panel is required to undertake an annual review of proportionality to take account of any changes to the political

composition of constituent authorities during the course of the previous year. The attached report provides the latest political composition of local authorities in Sussex and a calculation of proportionality of the Panel.

The Panel is also required to consider the appointment of those members of the Panel with a one year term of office including Independent Co-opted Members, and one additional member from one of the county councils in Sussex to address any perceived imbalance in political proportionality.

10.50 am      6.      **Public Question Time**

A maximum of 15 minutes will be allowed for questions from the public to the Police and Crime Commissioner and the Panel.

Better responses can be provided when we receive advance notice of questions. Therefore it would be helpful if questions could be submitted by noon on 26 June to allow substantive answers to be provided. If you intend asking a question of the Commissioner or the Panel under this section of the agenda please can you contact Rob Castle prior to the meeting by calling 0330 22 22546 or email [pcp@westsussex.gov.uk](mailto:pcp@westsussex.gov.uk).

The questioner will be able to ask his/her question at the meeting, to which the Commissioner will provide a verbal response. On hearing the response, the questioner will have the opportunity to ask a supplementary question (one further question, which must be on the same subject as the original question). Supplementary questions, due to their nature, need not be submitted in advance. Members of the Panel may be allowed to pose follow-up questions, at the discretion of the Chairman. In the event that the questioner is unable to attend the Chairman can ask the question on their behalf.

Questions can be posed to the Commissioner or to the Panel.

Questions to the Commissioner:

- Should relate to the role of the Commissioner, (strategic/policy issues), and not to operational matters or to individual grievances.
- Must not be defamatory, frivolous, vexatious or offensive
- Must not require the disclosure of confidential information

Questions to the Panel:

- Should relate to the role of the Panel (which is to hold the PCC to account).
- Must not be defamatory, frivolous, vexatious or offensive
- Must not require the disclosure of confidential information

11.05 am      7.      **The Sussex Police & Crime Commissioner's Annual**

**Report 2017/18** (Pages 21 - 42)

Report by the Police and Crime Commissioner.

The Police and Crime Panel is required to review the Commissioner's annual report. The Commissioner will outline the attached annual report which provides an update on the performance against the priorities, objectives and measures set out in the Police and Crime Plan for the period 1 April 2017 – 31 March 2018.

The Panel is asked to review, put questions to the Commissioner, and make recommendations on the annual report if necessary. All recommendations agreed by the Panel will be published in a report from the Chairman to the Commissioner.

11.45 am 8. **Financial Outturn Report 2017/18** (Pages 43 - 58)

Report by the Police and Crime Commissioner.

The report presents a summary of the revenue and capital outturn for 2017/18 subject to audit for the overall police fund under the direction of the Police and Crime Commissioner.

The Panel is asked to note and comment on the Financial Outturn Report.

12.15 pm 9. **Police Officer Recruitment Diversity Outcomes 2017/18** (Pages 59 - 64)

Report by the Police and Crime Commissioner.

The Panel considered a report on recruitment and diversity outcomes for 2016 at its meeting in June 2017 (available here <http://www2.westsussex.gov.uk/ds/cttee/pcp/pcp300617i9.pdf>).

The Panel resolved to consider a progress update in one year.

12.40 pm 10. **Video Enabled Justice**

Verbal update on implementation progress – the Panel was first briefed on this work at its meeting in October 2017.

1.05 pm 11. **Tactical Firearms Unit Tour Feedback**

Panel members to provide feedback on the tour of the Tactical Firearms Unit that took place in May.

1.25 pm 12. **Annual Report from the Host Authority** (Pages 65 - 78)

Report by the Clerk to the Police and Crime Panel.

The Host Authority is required to submit to the Panel an annual

budget report (attached) detailing income and expenditure of the Panel during the previous year. The report also includes a summary of the main achievements of the Panel over the last year and proposed changes to the constitution.

The Panel is asked to:

1. Note the budget outturn for 2017/18.
2. Agree to amend its constitution as detailed in section 4 of the report.
3. Note the new mileage rate of 45p per mile as set out in section 5.

1.20 pm      13.      **The National Association of Police, Fire and Crime Panels**  
(Pages 79 - 86)

Report by The Clerk to Sussex Police and Crime Panel.

The Panel is asked to: -

1. The Panel formally agrees to join The National Association of Police, Fire and Crime Panels, and agrees the annual fee of £500.
2. That Sussex PCP is represented on NAPFCP by the Chairman, with the Vice Chairman acting as substitute in the event the Chairman is unavailable.
3. That Panel members are informed of issues due to be discussed at upcoming Association meetings, via email, with a paper being brought to a meeting of the Panel for formal debate in respect of significant matters.
4. That Panel members are kept updated on general news and information relating to the Association (including agenda and papers), via email.
5. That the Panel representative attending an Association meeting provides a verbal report to Panel members at the next formal meeting of the Panel.

1.35 pm      14.      **Quarterly Report of Complaints**

No correspondence has been received since the last meeting of the Panel.

There are no ongoing matters to report.

1.35 pm      15.      **Written Questions** (Pages 87 - 92)

Report by the Clerk to the Police and Crime Panel.

Written questions may be submitted by members of the public up to two weeks in advance of a meeting. The Chairman of the Panel or the Commissioner will be invited to provide a written response by noon of the day before the meeting.

- 1.45 pm      16.      **Commissioner's Question Time**
- The Panel is asked to raise any issues or queries concerning crime and policing in Sussex with the Commissioner.
- There will be one question per member only and one supplementary question; further supplementary questions allowable only where time permits. The Chairman will seek to group together questions on the same topic.
- 2.00 pm      17.      **Working Group Appointments**
- The Panel is asked to agree the membership of the Precept Working Group to act as a critical friend to development of the Precept.
- The Working Group will likely meet twice between October 2018 and January 2019 with the final meeting taking place on 10 January 2019.
- 2.10 pm      18.      **Date of Next Meeting and Future Meeting Dates**
- The next meeting of the Panel will take place on 5 October 2018, 10.30 a.m. at County Hall, Lewes.

**To all members of the Sussex Police and Crime Panel**

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## Sussex Police and Crime Panel

27 April 2018 – at a meeting of the Panel held at 10.30am, County Hall, Lewes.

Present:

Bill Bentley	East Sussex CC	Elayne Merry <sup>2</sup>	Lewes DC
Mike Clayden	Arun DC	Joe Miller	Brighton & Hove CC
Phil Dixon <sup>1</sup>	Wealden DC	Dave Simmons	Adur DC
Colin Fitzgerald	Hastings BC	Susan Scholefield	Independent
Michael Jones	Crawley BC	Colin Swansborough <sup>3</sup>	Eastbourne BC
Carolyn Lambert	East Sussex CC	Val Turner	Worthing BC
Eileen Lintill	Chichester DC	Norman Webster	Mid Sussex DC

<sup>1</sup>Substitute for Claire Dowling (Wealden DC), <sup>2</sup>Substitute for Tony Nicholson (Lewes DC), <sup>3</sup>Substitute for John Ungar (Eastbourne BC)

Apologies for absence were received from Emma Daniel (Brighton & Hove CC), Claire Dowling (Wealden DC), Eleanor Kirby-Green (Rother DC), Christian Mitchell (West Sussex CC), Tony Nicholson (Lewes DC), Peter Nightingale (Independent Member), John Ungar (Eastbourne BC) and Tricia Youtan (Horsham DC)

In attendance: Katy Bourne, Sussex Police and Crime Commissioner; Mark Streater, Chief Executive and Monitoring Officer of the Office of the Sussex Police and Crime Commissioner (OSPCC); Iain McCulloch, Chief Finance Officer of OSPCC; Mervin Dadd Head of Public Engagement and Communications of OSPCC and Ninesh Edwards and Rob Castle (Host Authority - West Sussex CC).

In the absence of the Vice Chairman, Mrs Scholefield was elected to fulfil the role for this meeting.

### Declarations of Interest

1. In accordance with the code of conduct members of the Panel declared the personal interests contained in the table below.

Panel Member	Personal Interest
Bill Bentley	Chairman of East Sussex Safer Community Board Member of LGA Safer and Stronger Communities Board
Mike Clayden	Chairman of Safer Arun Partnership
Emma Daniel	Member of Brighton and Hove Safe in the City Partnership Board
Claire Dowling	Chairman of Safer Wealden Partnership
Colin Fitzgerald	Co-ordinator of a domestic violence perpetrator programme in Southwark Employed by Solace Women's Aid Charity
Michael Jones	Chairman of Safer Crawley Partnership
Eleanor Kirby-Green	Chairman of Safer Rother Partnership
Carolyn Lambert	Member of East Sussex Fire Authority
Eileen Lintill	Chairman of Chichester Community Safety Partnership
Tony Nicholson	Co-Chairman of Eastbourne & Lewes Community Safety Partnership
Susan Scholefield	A serving Magistrate Chair of the Competition Appeal Tribunal and Competition Service
John Ungar	Co-Chairman of Eastbourne & Lewes Community Safety

	Partnership
Norman Webster	Member of Mid Sussex Community Safety Partnership

2. The following personal interests were also declared: -

- Cllr Simmons as a member of West Sussex County Council
- Cllr Swansborough as a member of East Sussex County Council
- Cllr Fitzgerald as chairman of the Safer Hastings Partnership
- Cllr Merry as a member of the Eastbourne and Lewes Safety Partnership

### Minutes

3. The following people highlighted corrections which were agreed by the Panel: -

- Iain McCulloch, Minute 81, second bullet – ‘budget’ to be replaced by ‘precept’
- Iain McCulloch, Minute 81, fourth bullet – delete ‘also part of’
- Iain McCulloch, Minute 81, fourteenth bullet – ‘£.8m’ to be replaced by ‘£3m’
- Cllr Fitzgerald, Minute 91, seventh bullet – ‘MAPPER’ to be replaced by ‘MAPPA’

4. Resolved – That the minutes of the meeting of the Sussex Police and Crime Panel held on 19 January 2018 be confirmed as a correct record.

### Urgent Matters

5. There were no urgent matters.

### Sussex Police 2018/22 Transformation Strategy

6. The Panel considered the Sussex Police Transformation Strategy 2018-22 (copy appended to the signed minutes) which was introduced by Katy Bourne, Sussex Police and Crime Commissioner (PCC) who told the Panel: -

- The Strategy was aligned with the PCC’s Medium Term Financial Strategy and set out how the Chief Constable intended to spend the money raised by precept increases (actual and forecast over the strategy term), and also the £17m that was made available from reserves
- The main investment would be in local policing – by 2022 there would be 200 more police officers than there were at present.
- Sussex Police would also be able to keep 476 warranted officers posts that would otherwise have been lost
- The PCC and communities across Sussex welcomed the Strategy
- The PCC would monitor the Strategy over the next four years

7. Summary of responses to the Panel’s questions and comments: -

- Police community support officers (PCSOs) were being over recruited to allow for the possibility that some would apply to be full time officers – the aim was to maintain the number of PCSOs at 200
- PCSOs had been granted extra powers in the last two years and were a valued resource, but were deployed differently than before
- Sussex Police continued to be stretched in general



- The Chief Constable decided staffing levels and all operational matters, such as how officers are deployed
- Over 50% of all crime was online fraud – the new policing model reflected this
- Police intelligence came from both verbal and written sources
- The monthly Accountability meetings between the PCC and the Chief Constable would scrutinise the impact of the Strategy on police performance
- The monthly Local Policing Accountability Board looked at the police model and the work of prevention, investigation and response teams
- Via 'Talk Sussex', the PCC was meeting communities and getting feedback on the Strategy
- The PCC also saw Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection reports on Sussex Police and could commission HMICFRS to look at specific issues and has just done so regarding stalking
- Safer Sussex partnerships looked at ways to make the roads safer for all users – a cycle awareness scheme called 'Safe Pass' would soon be launched to help reduce the risk of conflict between cyclists and car users
- Public confidence in reporting crimes would increase as contact arrangements were improved – the PCC would make people aware of contact improvements when she met communities
- Sussex Police had taken advantage of the new Communications Act to close phone lines that were used for drug dealing
- People were only aware of a fraction of the crimes that were solved
- 'Single Online Home' was being trialled by the Metropolitan Police as the way for the public to report crimes online – Sussex Police was keen to use this portal with the South East Interoperability Team looking at other similar large schemes
- It was difficult to assess how much extra time could be spent on frontline policing thanks to the use of technology, but it was thought to be significant e.g. supplying data for courts directly from police stations was a big time saver
- As a third of the workforce will be new, training would be key to changing the organisational culture, with technology playing a bigger role in future
- Police training standards were set by the College of Policing, which also looked at training for future leaders as it was now possible to join the police at different levels
- Most of the 800+ applications for the latest intake were from local residents and the police were trying to increase minority group representation

8. Resolved – that the Panel: -

- i. Notes the report
- ii. Requests that the Panel receives an update on the Sussex Police Transformation Strategy 2018-22 in one year's time, reflecting changes in the Police and Crime Commissioner's Medium Term Financial Strategy and police precept

### **PCP Special Interest Group**

9. The Panel considered a verbal report by the Chairman of the PCP, who told the Panel that: -

- Representatives from fifteen police and crime panels attended the inaugural meeting of the Police and Crime Panel Special Interest Group which was to be formalised after its November meeting
- The Group would initially consist of the Chairman or Vice Chairman of police and crime panels (lead officers may also attend) and would have a constitution. As it had been agreed that the Group would liaise with (rather than lobby) the Home

## Agenda Item 3

Office, the PCP grant from the Home Office could be used to fund the Group's £500 annual fee. The interim Chairman would be from Essex with vice chairmen from Dorset and West Yorkshire.

- A website and research tool were mentioned as resources the Group might wish to develop

### **Quarterly Report of Complaints**

10. The Panel received a report from the clerk to the Sussex Police and Crime Panel providing an update on complaints received in the last quarter (copy appended to the signed minutes). No complaints of substance within the statutory remit of the Panel were received during the stated time period.

11. Resolved – that the Panel notes the report.

### **Written Questions**

12. The Panel received responses provided to written questions received from members of the public prior to the meeting (copy appended to the signed minutes).

13. Regarding questions 1, 2, 4 and 5 on cycling, a query was raised about the problem of cars parking on pavements. It was advised that the incidents should be reported to Operation Crackdown.

14. Resolved - that the Panel notes the report.

### **Commissioner's Question Time**

15. The following responses were given to questions: -

- Concerns over gun laws should be raised with MPs
- The PCC discussed violent crime with the Chief Constable at their February Performance and Accountability meeting. Taxi marshals had been used in Brighton & Hove. More information could be obtained from community safety partnerships on measures taken to address these problems
- Knife crime remained low in Sussex
- The Home Secretary chairs a newly formed task force looking at initiatives to tackle serious violence across the country
- Community safety partnerships and police and crime commissioners could also play important roles in helping to reduce serious violent crime
- Youth crime prevention teams should be able to help with incidents of children selling drugs in schools and carrying weapons – schools also had a responsibility to report incidents
- Crimes against older people were a focus – Operation Signature had helped identify and support vulnerable victims of fraud in Sussex and the PCC had spoken about crimes against the elderly locally and nationally. The PCC also funded two specialist officers to work with the police on this matter. Step-down services were available if required.
- The PCC provided a link between the public and the police by passing on people's concerns at weekly and monthly meetings with the Chief Constable

16. Resolved – that the Panel notes the Commissioner's responses

### **Date of Next Meeting**

17. The next meeting date of 29 June was noted.

The meeting ended at 12.15

Chairman

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## Sussex Police and Crime Panel

**29 June 2018**

### Annual Review of Membership and Proportionality

#### Report by The Clerk to Sussex Police and Crime Panel

##### **Recommendations**

That the Panel:

1. Renews the appointment of Mr Peter Nightingale, Independent Co-opted Member, to take effect immediately.
2. Renews the appointment of Mrs Susan Scholefield, Independent Co-opted Member, to take effect immediately.
3. Notes the appointment of Councillor Joe Miller as second representative for Brighton and Hove City Council.
4. Agrees that either East or West Sussex County Councils should be invited to appoint an additional local authority member (see para 2.10), for a one-year period of office; and
5. Subject to agreeing recommendation 4, agrees the appointment of a Liberal Democrat councillor from East Sussex County Council (see 2.13/2.14), to take effect immediately.

#### **1. Background**

- 1.1 The Constitution of Sussex Police and Crime Panel requires it to review its political make-up and size once a year, at its annual meeting.
- 1.2 To inform this consideration, following May's local authority (LA) elections, officers in each of the 15 local authorities in Sussex provided the host authority with details of the political make-up of their authority, summarised in Appendix 1.
- 1.3 For comparison, Appendix 2 gives the equivalent data for 2017/18.

#### **2. Discussion**

- 2.1 The Panel is required to consider the political composition of borough, county, district and unitary authorities across Sussex to ensure that the political proportionality of the Panel mirrors (as closely as is practical) the political make-up of Sussex as a whole. During the review of the membership the Panel must agree: if it approves the reappointment of the independent co-opted members; if the county councils in Sussex should provide a second representative; and the political affiliation of any additional county council members.

#### **Independent Members**

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- 2.2 Independent Co-opted Members have one-year terms and can be re-appointed annually for up to five years before the position must be re-advertised. The renewal of the appointment should be considered in the light of experience of the Panel's previous year of operation.
- 2.3 The Police Reform and Social Responsibility Act 2011 requires the Panel to have a minimum of two Independent Co-opted Members. At its meeting in July 2016, the Panel agreed the appointment of Mr Peter Nightingale to the vacant role of Independent Co-opted Member. At its meeting in June 2017 the Panel agreed the appointment of Mrs Susan Scholefield to the vacant role of Independent Co-opted Member
- 2.4 It is proposed that the Panel renews the appointment of Mr Peter Nightingale, Independent Co-opted Member, to take effect immediately.
- 2.5 It is proposed that the Panel renews the appointment of Mrs Susan Scholefield, Independent Co-opted Member, to take effect immediately.

### **Additional Local Authority Members**

- 2.6 Schedule 6, paragraph 31 of the Police Reform and Social Responsibility Act 2011 requires the Panel to consider ("from time to time") whether available seats could be assigned to additional local authority (LA) Members to enable the balanced appointment objective to be met, or more effectively met. If so, the Act requires the Panel to exercise this option. The balanced appointment objective is that the LA Members of the Panel (when taken together) represent the political make-up of the relevant local authorities (when taken together).
- 2.7 The Panel can have no more than 20 members. Given that two must be Independent Members, the Panel can have a maximum of 18 LA Panel Members. However, while understanding the underlying statutory duties, the shadow Panel (which met during summer 2012) supported a guiding principle that the Panel should strive to have as few members as possible.
- 2.8 The Constitution grants Brighton and Hove City Council (B&HCC) an additional seat, to address geographical imbalance. The additional seat needs to be re-appointed by B&HCC annually, and must be used, as far as possible, to redress any political imbalance.
- 2.9 It is expected that each local authority appoints a representative to the Panel from its majority party.
- 2.10 Referring to appendix 1, as B&HCC has no Liberal Democrat councillors, the allocation of the second B&HCC seat to a Conservative councillor for 2018/19 is the most effective means of contributing towards the balanced appointment objective.
- 2.11 For clarity, (including an additional Conservative member from B&HCC, based on the assumption set out in para 2.9) the political party make-up of a 16-councillor Panel for 2018/19 would comprise:

Conservative:	12
Labour	3
Liberal Democrat:	1

Total "core" LA members: 16

- 2.12 The Constitution states that an additional Local Authority Member may be appointed from each of the county councils on the agreement of the Panel, to address any perceived imbalance in political proportionality. Such members will have a one-year period of office. The Panel should today review its proportionality against the political make-up of Sussex and determine the arrangement it wishes to operate for 2018/19.
- 2.13 In 2017/18 East Sussex County Council was invited to appoint an additional Liberal Democrat councillor. Considering the data in appendix 1, and given that the additional member from B&HCC for 2018/19 is again Conservative, the most politically proportionate Panel would arise if one of the county councils were to appoint a Liberal Democrat councillor.
- 2.14 Since the Liberal Democrats hold 11 of 50 seats in East Sussex County Council (ESCC), but 9 of 70 seats in West Sussex County Council, it is proposed that, for this year, ESCC be again invited to appoint an additional Liberal Democrat councillor for 2018/19.
- 2.15 For clarity, make-up of the resulting 17-councillor Panel, by political party, will be as below (shown in parenthesis is the politically proportionate aspiration):

Conservative:	12	(11.57)
Labour	3	(2.23)
Liberal Democrat:	2	(1.8)

Total LA Members 17

**3. Resource Implications and Value for Money**

- 3.1 For 2018/19, the Home Office will provide up to £920 per Panel Member for travelling expenses.

**4. Risk Management Implications**

- 4.1 The Panel must strive to be politically and geographically proportionate. Failure to adequately do so risks breaching the relevant terms of the Act.

**5. Other Considerations – Equality – Crime Reduction – Human Rights**

- 5.1 Not applicable.

**Tony Kershaw**

Clerk to Sussex Police and Crime Panel

**Contact:**

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**Appendices**

Appendix 1 - Political Make-up of Sussex Local Authorities (18/19)  
 Appendix 2 - Political Make-up of Sussex Local Authorities (17/18)

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**Political Make-Up of Sussex Local Authorities (May 2018)**

Authority	Control	Con	Lab	LD	UKIP	Green	Ind <sup>1</sup>	Ind Dem	Arun Ind Group	CDC Ind Group	ESCC Ind Group	LDC Ind Group	Ind Green	SBRA/Ind	Ind Cons	AOI <sup>2</sup>	Vacancy	Total
Adur	Con	16	7		4									2				29
Arun	Con	43	1	7					3									54
Brighton & Hove	NOC Labour	20	22			11	1											54
Chichester	Con	39		5						4								48
Crawley	Lab	17	20															37
East Sussex	Con	30	4	11				2			3							50
Eastbourne	LD	8		18											1			27
Hastings	Lab	8	24															32
Horsham	Con	38		4			2											44
Lewes	NOC Con	20		11		3						6	1					41
Mid Sussex	Con	53		1														54
Rother	Con	31		3			1									3		38
Wealden	Con	49					2	4										55
West Sussex	Con	56	5	9														70
Worthing	Con	28	5	2	1										1			37

<b>Total</b>		<b>456</b>	<b>88</b>	<b>71</b>	<b>5</b>	<b>14</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>670</b>
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Proportionality		68.06%	13.13%	10.60%	0.75%	2.09%	0.90%	0.90%	0.45%	0.60%	0.45%	0.90%	0.15%	0.30%	0.30%	0.45%
<b>Seats</b>	<b>16</b>	10.89	2.10	1.70	0.12	0.33	0.14	0.14	0.07	0.10	0.07	0.14	0.02	0.05	0.05	0.07
<b>Seats</b>	<b>17</b>	11.57	2.23	1.80	0.13	0.36	0.15	0.15	0.08	0.10	0.08	0.15	0.03	0.05	0.05	0.08
<b>Seats</b>	<b>18</b>	12.25	2.36	1.91	0.13	0.38	0.16	0.16	0.08	0.11	0.08	0.16	0.03	0.05	0.05	0.08

**Summary of council control across Sussex:**

Conservative	11
Labour	3
Liberal Democrat	1

**Notes:**

Ind<sup>1</sup> Proportionality calculated for a group. However, since this category comprises several separate independent members, the actual proportionality is lower

AOI<sup>2</sup> Association of Independents

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**Political Make-Up of Sussex Local Authorities (May 2017)**

Authority	Control	Con	Lab	LD	UKIP	Green	Ind <sup>1</sup>	Ind Dem	Arun Ind Group	CDC Ind Group	ESCC Ind Group	LDC Ind Group	Ind Green	SBRA/nd	Ind Cons	AOI <sup>2</sup>	Vacancy	Total
Adur	Con	16	3		7		1							2				29
Arun	Con	44	1	5			1		3									54
Brighton & Hove	NOC Labour	20	22			11	1											54
Chichester	Con	41		4						3								48
Crawley	Lab	17	20															37
East Sussex	Con	30	4	11				2			3	0						50
Eastbourne	LD	8		18											1			27
Hastings	Lab	8	23				1											32
Horsham	Con	38		4			2							0				44
Lewes	Con	22		11		2	1					3	1				1	41
Mid Sussex	Con	53		1														54
Rother	Con	31		3			1									3		38
Wealden	Con	49		1			1	4										55
West Sussex	Con	56	5	9														70
Worthing	Con	31		2	2	1									1			37

<b>Total</b>		<b>464</b>	<b>78</b>	<b>69</b>	<b>9</b>	<b>14</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>670</b>
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Proportionality		69.25%	11.64%	10.30%	1.34%	2.09%	1.34%	0.90%	0.45%	0.45%	0.45%	0.45%	0.15%	0.30%	0.30%	0.45%
<b>Seats</b>	<b>16</b>	11.08	1.86	1.65	0.21	0.33	0.21	0.14	0.07	0.07	0.07	0.07	0.02	0.05	0.05	0.07
<b>Seats</b>	<b>17</b>	11.77	1.98	1.75	0.23	0.36	0.23	0.15	0.08	0.08	0.08	0.08	0.03	0.05	0.05	0.08
<b>Seats</b>	<b>18</b>	12.47	2.10	1.85	0.24	0.38	0.24	0.16	0.08	0.08	0.08	0.08	0.03	0.05	0.05	0.08

**Summary of council control across Sussex:**

Conservative	11
Labour	3
Liberal Democrat	1

**Notes:**

Ind<sup>1</sup> Proportionality calculated for a group. However, since this category comprises several separate independent members, the actual proportionality is lower  
 AOI<sup>2</sup> Association of Independents

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<b>To:</b>	The Sussex Police & Crime Panel
<b>From:</b>	The Sussex Police & Crime Commissioner
<b>Subject:</b>	The Sussex Police & Crime Commissioner's Annual Report 2017/18
<b>Date:</b>	29 June 2018
<b>Recommendation:</b>	That the Police & Crime Panel notes the content of the report.

## 1.0 Introduction

- 1.1 This report provides an update on performance against the policing and crime objectives set out in the Police & Crime Plan 2017/21 for the period 1 April 2017 to 31 March 2018.
- 1.2 The PCC has a statutory duty to produce an Annual Report as set out in Chapter 3 – Section 12(1) of the Police Reform and Social Responsibility Act 2011.
- 1.3 The content of the Annual Report should include (a) the exercise of the elected local policing body's functions in each financial year, and (b) the progress which has been made in the financial year in meeting the policing and crime objectives in the body's Police & Crime Plan.

## 2.0 Police & Crime Plan 2017/21

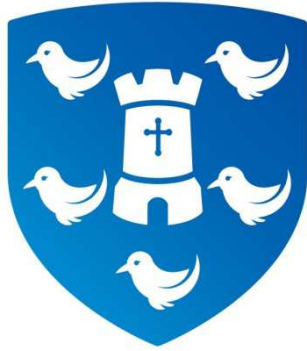
- 2.1 The Commissioner published a new Police & Crime Plan on 31 March 2017 which set out the strategic policing direction for the county and with objectives for how policing services will be delivered in Sussex up to 2021.
- 2.2 A small refresh to the Plan was carried out by the Commissioner in April 2018 to ensure that it remains current, up-to-date and fit for purpose.
- 2.3 The four policing and crime objectives in the Plan remain unchanged: Strengthen local policing, Work with local communities and partners to keep Sussex safe, Protect our vulnerable and help victims cope and recover from crime and abuse, and Improve access to justice for victims and witnesses.

## 3.0 Progress made in 2017/18

- 3.1 The achievements, areas of work and progress made by the Commissioner and her office in 2017/18 are summarised in the Annual Report under each of the four policing and crime objectives in the Plan.

**Recommended** – That the Police & Crime Panel notes the content of the report.

**Mark Streater**  
**Chief Executive & Monitoring Officer**  
**Office of the Sussex Police & Crime Commissioner**



# Sussex Police & Crime Commissioner

## **2017/18 Annual Report**

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## **1. Introduction**

Welcome to my 2017/18 Annual Report.

I am one of the 40 elected Police & Crime Commissioners across England and Wales. I was re-elected to serve a second term as Sussex Police & Crime Commissioner (PCC) in May 2016 to continue to articulate the public's policing priorities and concerns and ensure the Chief Constable provides effective and efficient policing across the county.

As well as holding the Chief Constable and the Force to account for local policing issues, one of my key duties is to ensure Sussex Police also meets its Strategic Policing Requirements, including a co-ordinated response to serious and organised crime and terrorism.

I have responsibility for setting the police and crime objectives which drives the Chief Constable's Operational Delivery Plan. I also work with community safety and criminal justice partners to make sure there is a coherent approach to preventing and reducing crime. I am also authorised to set the Force budget; to allocate discretionary grant funding; to commission services; and to determine the precept – the police element of council tax.

This was a year of considerable financial pressure and significant operational changes for Sussex Police. It was embarking on a four year target of budget savings of £26.5m, making further reductions to officer numbers and implementation of a new Local Policing Programme against a backdrop of new and emerging crime trends, a continuing national terror threat and increasing public expectations.

I remain grateful to local residents for their financial support which has enabled extra investment in four specific areas of policing: Community Priority Crime Teams; Specialist Firearms Officers; Public Protection Investigators; and Prevention Youth Officers.

As a result of this investment, Sussex Police has established Community Investigation Teams that have proven to be a real asset to local District Commanders by providing targeted support to tackle local criminality, especially anti-social behaviour. The Prevention Youth Officers are also helping to keep many young people safe and out of trouble and the increase in Public Protection Officers means that victims are getting an improved service from specially trained officers.

In the 12 month period to 31 March 2018, Her Majesty's Inspectorate of Constabulary Fire & Rescue Services assessed Sussex Police to be one of 22 forces deemed 'good' or 'outstanding' across each of the three core areas inspected. I have continued to use my webcast Performance & Accountability Meetings to publicly ensure that the Force builds on what is good and makes improvements wherever necessary.

I remain committed to helping our communities through my Safer in Sussex Community Fund and have, to date, supported 277 projects with £1.4 million. I have also sought to rebalance the funding to our Community Safety Partnerships to ensure funding correlates to demographics and crime levels, whilst keeping the overall level of financial support the same as the last five years.

I have funded an Anti-Modern Slavery Delivery Manager to work across police forces and partner agencies in the South East Region to tackle modern slavery more effectively.

Last year, under the provisions set out in the Policing and Crime Act 2017, I presented the findings of a comprehensive Local Business Case that explored closer collaboration with our two Sussex Fire & Rescue Services. Having clearly identified significant financial and operational benefits from better collaboration, I decided not to adopt the governance for Fire & Rescue Services at this time. I was encouraged that the process had reinvigorated enthusiasm between both fire authorities to collaborate more effectively and provide a more cohesive service that demonstrates better value for taxpayers.



Looking back on some of the highlights from last year, I am particularly proud of our work to support victims with cost-effective, appropriate and high-quality services:

- My office has worked with Victim Support to identify where resources will have the greatest impact for those most in need, at the same time as we have seen a 220% increase in referrals from 2016/17. I have also introduced a standard outcome measurement assessment tool to further help manage how, and where, support services for victims are offered.
- 'The Drive Project' (tackling domestic abuse perpetrator behaviour) has demonstrated significant reductions in the severity of high-risk abuse including a 92% reduction in sexual abuse, an 84% reduction in physical abuse and an 82% reduction in harassment.
- Vulnerable victims and witnesses have been provided with the opportunity to give evidence remotely by video at a new 'Live Link' facility in West Sussex. A further 75 young people have also been supported by the Young Witness Service to ensure that they have the most positive experience of the criminal justice system.

We are working towards improving the experience of court users more widely through the £45m London and South East 'Video-Enabled Justice Programme' that I continue to lead on behalf of partners. I secured a further £11m from the Home Office Police Transformation Fund last year to maximise the use of video evidence to save police officer and court user time. A pilot programme is scheduled to be launched in July 2018.

I take a very close interest in the management of the Sussex Police estate, maintaining my commitment that no police station will be closed or removed until a suitable, local alternative has been found. A total of £7.8m was invested into the estate last year, in a rolling programme of modernisation that will create better working environments for police officers and staff, including co-location with other emergency services and partners, where it is in the best interests of the Sussex residents to do so.

On the frontline, 1,200 police officers now have personal-issue body worn video that they can use to capture digital evidence, resulting in increased numbers of convictions and helping to reduce assaults on officers and staff.

One of the most significant developments over the past year is not one that will be very visible to members of the public but one that underpins future success. The development of a four-year Medium Term Financial Strategy (MTFS) provides reassurance that public money is being properly managed and invested to deliver efficient and effective policing to the residents of Sussex.

I lobbied hard during the year to secure the best possible funding arrangements for Sussex. As part of the policing grant announcement in December 2017, the Government made it clear that an increasing proportion of policing costs will have to be met by local council taxpayers, and so they have allowed PCCs to raise the police precept above the previous limit per household/dwelling.

I therefore decided to recommend an increase in the precept of £12 per year for an average band D property. Combined with the £17m I had authorised to be made available from reserves in September 2017, this substantially reduced the planned savings requirements for 2018/19.

As a result, Sussex Police is now embarking on a significant recruitment drive so that, by 2022, Sussex will have 200 more police officers than it currently does now.

It will take some time for the investment to flow through into extra officers and better services but the groundwork put in over the past year by the Chief Constable and his team means that Sussex Police can scale up their Prevention, Response and Investigation capability so that the public feel a difference in Sussex.

## Agenda Item 7

I am grateful to the officers and staff of Sussex Police who have worked tirelessly throughout the year keeping us all safe. Similarly, I would like to thank my own office for their dedication and commitment to serving the residents of Sussex. I look forward to continuing to build on our collective achievements and working with the public and partners over the next year to continue keeping us all Safer in Sussex.

Katy Bourne  
Sussex Police & Crime Commissioner

## 2. Progress made against the policing and crime objectives

### 2a. Strengthen local policing

- *Ensure local policing services are accessible;*
- *Provide effective specialist capabilities to support local policing;*
- *Maintain engagement in the delivery of local policing services to improve public confidence.*

**Police Precept** – Following a public consultation, the PCC was again given public support to increase the policing part of the Council Tax for 2017/18. This added an extra £5 a year per Band D property and was supported and endorsed by the Police & Crime Panel at their meeting in January 2017.

This raised an additional £3m to which a further £1.2m was added to provide a total investment of £4.2m. This additional investment was used to provide over 100 police officers and specialist staff to strengthen four areas of local policing, as follows:

Community Priority Crime Teams – This area received funding of £1.03m from the investment. 24 police officers became operational in these new posts from 1 April 2017 and each of the three policing divisions is now fully staffed with one Police Sergeant and seven Police Constables. The teams proactively intervene and disrupt local crime groups by taking offenders off the streets. The new teams provide additional resources to target the small groups and individuals whose criminal activity contributes to the anti-social behaviour which negatively affects the communities of Sussex. Disruption to the lines of drug supply from London, known as 'County Lines', has been an outcome that these teams have proactively delivered following this investment.

Specialist Firearms Officers – A further £1m was provided to uplift the counter terrorism and firearms capabilities across Sussex and Surrey by 52 posts. This was part of a two-year programme of work to provide a more robust response to frontline colleagues in the event of a terrorist attack. A total of 18 Specialist Firearms Officers were recruited and trained across 2017/18. These armed officers continue to support local policing teams when they are not being deployed or in training. Three new specialist Armed Response Vehicles were also made available in Sussex and Surrey too.

Public Protection Investigators – This area received £1.25m and the greatest area of investment. Sussex Police is dealing with more cases of rape, serious sexual offences, stalking and harassment, and offences against children as a consequence of the public's increased confidence in how reports are managed. The additional funding was used to increase the Force's capacity in this area by 18 more police officers and 8 police staff in 2017/18, comprising of 8 Detective Sergeants, 10 Detective Constables and 8 Serious Organised Crime Investigators. These officers are allocated according to need across the three policing divisions in Sussex.

Prevention Youth Officers – Another £0.92m was invested in 22 Prevention Youth Officers (PYOs) – formally known as Neighbourhood School Officers – consisting of one Police Sergeant and 21 Police Constables. The PYOs went live when the Prevention strand of the Local Policing Programme commenced on 6 November 2017. The PYOs develop and maintain relationships with schools and other educational establishments and are an integral part of the newly formed Local Prevention Teams. These officers are upskilled to work closely with multi-agency safeguarding and vulnerability teams to tackle any identified problems that arise and ensure that a more consistent and joined-up approach around information sharing and problem solving exists.

**Local Policing Programme** – The PCC carefully monitored the implementation of the Local Policing Programme (LPP) articulating community concerns as the changes unfolded. The LPP was fully implemented from 6 November 2017 when the Prevention strand went live. The LPP is intended to create a modern workforce of highly trained officers and staff, who are able to respond dynamically to the needs of the public and the changing types of crime, based on threat, risk and harm.

Neighbourhood policing officers are now spending 41% of their time proactively working in local communities, compared to the 16% that was only possible as part of the previous structure. The PCC has continued to hold the Chief Constable to account for the delivery of the LPP in respect of numbers, timescales and public engagement.

The LPP is a scalable model and can therefore flex as resources change. The [Sussex Police 2018/22 Transformation Strategy](#) was launched in April 2018 and set out how the Force will use the additional funding raised by the precept uplift in 2018/19 and the use of reserves to modernise and strengthen local policing in Sussex, and provide an additional 200 officers over the next four years.

**Police Effectiveness, Efficiency and Legitimacy Inspection** – The PCC continued to hold Sussex Police to account for police effectiveness, efficiency and legitimacy (PEEL) to improve the service provided to people in Sussex. In 2017/18, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) judged the Force to be 'good' in respect of the efficiency, effectiveness and legitimacy with which it keeps people safe and reduces crime. The Force was one of 22 police force areas in England and Wales to achieve a rating of 'good' or 'outstanding' across each of the core PEEL inspection areas. The inspection reports for Sussex have been subject to extensive scrutiny by the PCC at her webcast Performance & Accountability Meetings (see below). The PCC's responses to each of the inspection reports can be viewed [here](#).

**Performance & Accountability Meetings** – The PCC continued to use publicly webcast monthly Performance & Accountability Meetings (PAMs) to hold the Chief Constable to account for the performance of Sussex Police. The PAMs continue to provide transparency over a broad range of police functions and decisions. In 2017/18, challenges in the PAM included non-emergency call handling times, burglary, violent crime, anti-social behaviour, and road safety. As a result of this public scrutiny, improvements have also been made to a number of areas within Sussex Police including the LPP, reductions in the number of outstanding warrants, and changes to the Investigations Framework.

The PAMs continue to be recognised as good practice nationally by both the Home Secretary and the Minister for Policing, Crime and Criminal Justice and Victims. Each of the PAM sessions are archived and, together with the minutes from the meetings, can be viewed in full [here](#).

**Increased Reporting** – The PCC has continued to seek an increase in the reporting of under-reported crimes to ensure that vulnerable victims identified can be fully supported and the offenders brought to justice. There were increases in the reporting of domestic abuse (+2,346 and + 19%), serious sexual offences (+577 and +21%), anti-social behaviour (+1,656 and + 7%), hate crimes (+37 and +2%), and fraud and forgery (+9% and +2%) across 2017/18, in comparison to the same period a year earlier.

**Public Engagement** – The PCC continued to participate in a range of public engagement events through her #TalkSussex programme, to provide residents with the opportunity to inform local policing and budget decisions, and to discuss any issues or concerns directly. Over the past year, a number of surveys and polls provided further mechanisms for members of the public to have their say about local policing and crime issues in Sussex.

The PCC also continued to take part in telephone surgeries allowing members of the public greater access and the ability to speak to their PCC directly.

In 2017/18, #ListenLive crime summits were introduced, built around the four policing and crime objectives set out in the Police & Crime Plan. Two of these summits took across the year: Brighton & Hove – focussing on fraud and elder exploitation, and Hastings – focusing on anti-social behaviour.

Following the launch of the [Sussex Police 2018/22 Transformation Strategy](#), the PCC has decided to schedule a series of mini-summits in 2018/19. These will be based around the specific concerns of residents in Sussex, and will include a rolling measurement of public confidence in the way the Sussex Police deal with those concerns.

The PCC's Engagement and Communications team have an established evaluation process to see where and how the work of the PCC is reported in the media, in newspapers, broadcast and online. This also measures the proportion of media coverage on each of the four policing and crime objectives set out in the Plan.

In the last quarter of 2017/18, there were 273 articles identified, of which 81% were positive, and 85% specifically related to strengthening local policing.

*2b. Work with local communities and partners to keep Sussex safe*

- *Encourage and support local communities to prevent crime and disorder;*
- *Work with partners to reduce offending and reoffending;*
- *Catch criminals and prevent serious and organised crime and terrorism.*

**Safer in Sussex Community Fund** – The Safer in Sussex Community Fund (SiSCF) provides financial support (grant awards up to £5,000) to a diverse range of local organisations and community projects that aim to reduce crime and improve community safety. The PCC allocated £145,000 from her SiSCF in 2017/18 to support 37 local projects across Sussex to tackle crime and improve community safety, including support for young and older people, homelessness, scams and fraud awareness and businesses affected by crime. In total, £1.4m has been allocated to support 277 projects since the SiSCF was created. A list of each of the successful applications to the SiSCF can be viewed in full [here](#).

**Sussex Mediation Alliance** – The PCC has continued to support and contribute funding worth £72,000 to the Sussex Mediation Alliance (SMA). The SMA is made up of four service providers: West Sussex Mediation Service, Mediation East Sussex, Brighton & Hove Mediation Service and Mediation Plus. In 2017/18, 106 referrals were made directly by Sussex Police to the SMA for resolution through mediation to prevent the conflict from escalating any further. Anti-social behaviour was the most common type of dispute and accounted for 57 cases (and 54%), followed by property (12 and 11%) and family/relationship (11 and 10%). A total of 37 (and 35%) of these referrals resulted in successful mediations/actions and contributed to reducing the demand on Sussex Police.

**Restorative Justice** – The PCC's Sussex Restorative Justice Partnership (SRJP) continued to provide successful outcomes for crime victims seeking restitution and closure by confronting perpetrators and describing the impact of their crime on them and their family. The SRJP follows national best practice and brings together twenty statutory and voluntary sector organisations across Sussex with a joint commitment "to create and offer a complete victim-focussed restorative justice service at different stages in the criminal justice system for all victims of crime".

The SRJP won a 'Public Finance Innovation Award' for Investment Strategy of the Year from the Chartered Institute of Public Finance and Accountancy (CIPFA) in April 2017. In previous years, the SRJP has won the 'Restorative Practices UK – Restorative Practice Award' and was awarded the 'Restorative Services Quality Mark' by the Restorative Justice Council. The SRJP continues to be seen as a leading national model for others to follow and, through this Partnership, the PCC has also supported wider restorative practice by encouraging and enabling Brighton & Hove to work towards becoming a 'Restorative City'. Parliamentary Under-Secretary of State at the Ministry of Justice, Dr Phillip Lee also visited a national event held in the City in 2017/18.

In 2017/18, a total of 436 referrals were made to the SRJP. Of these referrals, 398 were taken forward by the three Restorative Justice Hubs in Brighton & Hove, East Sussex and West Sussex. A total of 233 restorative outcomes were delivered across this period, of which 201 (86%) were face-to-face conferences. Victim satisfaction rates were again maintained at 100% across this period too. In addition, over 28,000 victims and more than 3,000 offenders were provided with information about restorative justice in 2017/18. An independent review of the SRJP found examples of creative and innovative practices in place and a lower reoffending rate than the national average of 26%, with 18% in Sussex.

Restorative justice has been proven to have a greater impact on an offender than a prison sentence or a court punishment alone. As part of the restorative justice process, the offender has to face the consequences of their actions and, in the majority of cases, this will contribute to positive changes in their future behaviour.

**Independent Custody Visiting Scheme** – The PCC continues to oversee an established and effective Independent Custody Visiting (ICV) Scheme. The Scheme has up to 45 dedicated volunteers who visit the detainees in each of the six police custody centres in Sussex: Brighton, Chichester, Crawley, Eastbourne, Hastings and Worthing. There was a 26% increase in the number detained persons who accepted visits from the ICVs in 2017/18, in comparison to the year before.

The PCC recognises the valuable contribution that the ICVs make to support local policing across the county and presented awards to two ICVs for 20 and 25 years service at the annual Sussex ICV Conference in June 2018.

The ICVs will be working towards a Quality Assurance Framework in 2018/19 that is awarded by the Independent Custody Visiting Association (ICVA).

**Community Safety Partnership Funding** – The PCC protected community safety funding in 2017/18 for the fifth year running despite significant budget pressures. A total of £1.2m was allocated to Brighton & Hove City Council, East Sussex County Council and West Sussex County Council and each of the 12 Community Safety Partnerships (CSPs) in Sussex.

The PCC completed a review of CSP funding in 2017/18 that focussed on three areas: funding formula, management of funding and pan-Sussex commissioning. The PCC confirmed that the allocation of funds for CSPs will be re-balanced, including the decision to reserve some of the funding to support centrally commissioned projects. This will ensure quality and better value, drawing on the recognised experience within the Office of the Sussex Police & Crime Commissioner to develop and manage commissioning frameworks.

Community safety funding has again been protected by the PCC in 2018/19 and the collective approach to pan-Sussex commissioning will be developed over the coming year and will commence in 2019/20 when the new funding formula is also applied.

**South East Regional Integration Partnership** – Sussex, Surrey, Hampshire and Thames Valley police forces have, with the backing of the Sussex PCC and regional PCC colleagues, formed the South East Regional Integration Partnership (SERIP) to deliver business, process and technical change across the four police force areas. Over 500 change projects have been identified within the areas of contact management, regional forensics, digital intelligence and investigations, data exchange and interoperability and scalable Enterprise Resource Planning for the police and other emergency services (to automate back-office functions).

**Sussex Criminal Justice Board** – The PCC continued to Chair the Sussex Criminal Justice Board (SCJB) to convene and coordinate the activity of local criminal justice agencies. The SCJB aims to improve access to justice, reduce offending, and expand the use of restorative justice across Sussex. The SCJB also want to increase the detection rates for rape and serious sexual offences and reduce youth offending rates.

The PCC continues to lead the £45m London and South East Video Enabled Justice Programme which will enable police officers and staff to give evidence remotely from a police station without the need to physically attend court through the provision of 'Live Links' across the Sussex Police estate (see 2d. Improve access to justice for victims and witnesses for more information).

The PCC is also the "Victim and Witness Advocate" for Sussex and, as such, a new and effective voice for victims and witnesses. Through the SCJB, the PCC continues to oversee the development of a consistent approach to seeking views from victims on their experience of support services and the criminal justice system.

**Modern Slavery** – In 2017/18, the PCC delivered a South East Modern Slavery Conference in partnership with Surrey, Hampshire and Thames Valley police force areas to look at how police and local authorities can better work together to protect victims and tackle those engaged in these crimes. The success of this event resulted in the creation of an Anti-Modern Slavery Delivery Manager post, funded by the PCC. The individual is now in post and is working with partners across Sussex to raise awareness of modern slavery, and provide support to local communities in tackling modern slavery.

**Emergency Services Collaboration** – The Policing and Crime Act 2017 placed a duty on police, fire and ambulance services to work together. Further to this and in accordance with the Act, the PCC commissioned a Local Business Case (LBC) to determine what future governance proposals should be pursued in relation to making the two Fire & Rescue Services in Sussex more efficient, effective and better able to provide public safety.

The PCC's preferred option was not to adopt the governance for Fire & Rescue Services in Sussex at this time. Through the process of preparing the LBC, the fire authorities gave the public a renewed commitment to embrace collaboration more energetically. The LBC also highlighted how best to do this and where efficiency savings could be made. The PCC will review her decision in 2019.

The PCC will continue to actively seek opportunities to collaborate with other emergency services across the region where it is in the best interests of Sussex residents to do so.



*2c. Protect our vulnerable and help victims cope and recover from crime and abuse*

- *Commission high-quality services which support victims;*
- *Prioritise access to services for vulnerable victims;*
- *Enhance our understanding and meet the needs of victims in Sussex.*

**Domestic Abuse** – The PCC has continued to serve on the National Oversight Group for Domestic Abuse, following her appointment by the Home Secretary, to inform, advise and set the direction for national policy.

The PCC is also the Lead Commissioner for ‘The Drive Project’ – Domestic Abuse Perpetrator Programme – which aims to reduce the number of child and adult victims of domestic abuse by developing a ‘whole system response’ that directly holds perpetrators to account through a range of enforcement tactics and enables longer term behavioural change.

The Project has been running for two years to the period ending 31 March 2018. In this time, 169 high-risk perpetrators who are associated to 180 victims and 202 children have been allocated to the Project. This highlights how perpetrators will frequently have more than a single victim and that a risk-based approach to managing these high-risk perpetrators is necessary to continue to prevent the greatest level of harm.

A total of 71 cases have been closed across the above period, of which 33 resulted in direct contact (46%) with an engagement rate of 75% and 35 resulted in disruption activity (49%) to prevent abuse from taking place. A further 98 cases remain open and will continue to be progressed throughout 2018/19.

Severity of abuse assessments are carried out at both the entry to, and exit of, the Project. The combined data for 2016/17 and 2017/18 highlights significant reductions in the severity of high-risk abuse including a 92% reduction in sexual abuse, 84% reduction in physical abuse, 82% reduction in harassment and 59% reduction in jealous and controlling behaviour.

**Victims’ Services** – The PCC, in partnership with Victim Support, introduced a structured needs assessment to ensure that victims in Sussex understand exactly what support is available to them to enable services to be tailored to meet their needs more effectively.

In 2017/18, Victim Support successfully contacted over 45,000 victims to offer support. This represented an increase of over 220% (and more than 31,000 victims) in comparison to 2016/17. Of those victims contacted, over 3,450 cases where needs were identified were referred to the Local Support Service, and nearly 3,000 of these individuals received face-to-face support. In addition, more than 1,700 victims were also referred to specialist service providers for an enhanced specialised service too.

The management information received from Victim Support over the past three years has demonstrated that 70% of victims have the necessary resilience to cope with the crimes committed against them, without requiring support from an external agency. The remaining 30% of victims have presented with complex needs, which require more time and specialist skills to help them to cope and recover. The PCC has used this information to commission a new model to support those with complex needs more effectively. The new service model will be in place from April 2019.

Victim Support now has more than 60 ‘active’ volunteers currently working across Sussex with 25 of these volunteers trained to support domestic abuse. This is a 10% increase in the number of volunteers from 2016/17 and means that a greater number of victims can receive high-quality face-to-face support.

**Safe:Space Sussex** – In 2016/17, the PCC launched 'Safe:Space Sussex', the first online directory of all victim support services across Sussex. Through a range of search options, the site allows victims to find the most relevant support service for them, through a safe and confidential route. In 2017/18, the site received over 1,300 visitors, with 87% of those originating in the UK, indicating a very high-level of 'genuine' usage. The top three pages accessed on the site were: About Different Types of Crimes, Reporting a Crime and Hate Crime, further demonstrating the needs of victims in Sussex. This approach continues to complement the Victims' Code of Practice, which entitles all victims of crime to a support service regardless of whether they choose to report to the police or not.

An online needs-assessment module for Safe:Space Sussex will be launched in 2018/19.

In addition, pilots of hate crime services commenced in 2017/18 to further evidence the service needed in Sussex for victims of these crimes. The PCC continues to monitor these pilots on a quarterly basis.

**Developing New Services** – As part of a commitment to develop a diverse landscape of support services, the PCC has invested over £250,000 in funding projects to support some of the most vulnerable victims and help inform her longer-term commissioning strategy.

In addition to the main contracts, this seed-funding supported over 900 victims in 2017/18, including over 400 vulnerable victims of fraud and 107 victims of stalking. Workshops were also delivered to over 1,700 children to educate them about healthy relationships and child sexual exploitation.

The '[Safe:Space Sussex Funding Network](#)' was launched in February 2018. There are currently 26 'approved' providers of specialist support services within the Funding Network who have each been able to demonstrate the high levels of quality standards and assurance required. The outcomes demonstrated through the seed-funding have helped to inform and shape the areas that the Funding Network will support and fund in 2018/19.

**Standard Outcome-Measurement** – Working with all partners from the criminal justice system, the PCC designed and introduced a standard outcome-measurement methodology. This provides a holistic view of which services are working for victims as well as indicating where Sussex Police and partners need to make improvements. Nine providers currently feed into this standard outcome-measurement dashboard, including Sussex Police, Youth Offending Service, and victim support services.

In 2017/18, positive outcomes were demonstrated for 'social support and relationships', 'receiving effective services' and 'hope for the future' following the introduction of this standardised outcome-measurement. All victim providers funded by the PCC will report into this dashboard in 2018/19 to inform and shape future services and ensure they truly represent what is important to the residents of Sussex.

**Stalking and Harassment** – Following an increase to the precept in 2017/18, the PCC invested £1.25m into the Public Protection Unit (see 2a. Strengthen local policing for more information). Sussex Police is now better equipped and trained to recognise and deal with stalking and harassment.

As a result of this additional investment and improvements to training for officers and prosecutors, Sussex Police saw a 231% increase in reports of stalking in 2017/18, from 299 reports in 2016/17 to 991 reports a year later. More than three times as many cases (173) were solved in 2017/18, compared to the 53 that were solved in 2016/17. There was a 20% increase in the number of reports of harassment in 2017/18, from 2,311 reports in 2016/17 to 2,767 reports a year later. A total of 389 cases of harassment were solved across the year in comparison to 327 cases in 2016/17, an improvement of 19%.

The PCC has also commissioned HMICFRS to undertake a thematic inspection into the Sussex Police response to stalking and harassment. This will take place during 2018/19.

**Vulnerable and Young Witnesses** – The PCC continued to seek to reduce the risk of vulnerable victims and witnesses travelling long distances to give evidence at court. A 'Live-Link' facility was introduced in West Sussex to enable vulnerable witnesses to give evidence remotely without the need to physically attend court (see 2d. Improve access to justice for victims and witnesses for more information).

The PCC has also supported 75 young people attending court either as victims of crime or witnesses to it, through the Young Witness Service. It remains a commitment of the PCC to ensure victims and witnesses have the most positive experience of the criminal justice system.

In addition, the PCC commissioned a series of seed-funded projects, to establish how the services for the most vulnerable victims and witnesses can be improved. A vulnerability-led service to support young people who have been victims of multiple forms of abuse will be designed and introduced in 2018/19, based on the findings from these pilots.

2d. Improve access to justice for victims and witnesses

- *Ensure victims and witnesses have the most positive experience of the criminal justice system;*
- *Support vulnerable victims and witnesses;*
- *Maximise the use of technology to improve access to justice for all.*

**London and South East Video-Enabled Justice Programme** – The PCC continues to lead the innovative London and South East Video-Enabled Justice (VEJ) programme on behalf of criminal justice partners. This is a £45m programme that aims to provide victims and witnesses with a far better experience of giving evidence whilst driving out significant efficiency savings for the police and other court users.

In September 2017, it was announced that the PCC had secured a further £11m from the Home Office Police Transformation Fund to implement the new model across London and the South East Region over the next three years. The funding will enable the Programme to embed VEJ across the criminal justice system to deliver greater flexibility and access to court time, saving valuable time for police officers, victims and witnesses, and the removal of the requirement for the police to drive defendants across the county for hearings. A pilot programme is scheduled to be launched across Kent in June 2018.

The PCC has introduced 14 'Live Links' video end points into specially adapted rooms across the Sussex Police estate enabling police officers and staff to give evidence remotely without the need to physically attend court. The PCC also funded a multi-agency initiative to convert premises in West Sussex into a Live Link suite for vulnerable witnesses, one of only a handful of such facilities throughout England and Wales.

Between 1 April 2017 and 31 March 2018, in excess of 550 trials, involving police witnesses, were listed using Live Links. This has saved up to 3,000 hours of police time, including an average saving of four-and-a-half hours per officer per court appearance. Where trials did not proceed on the day, or when pleas were changed to guilty, the Live Links initiative has ensured further time savings in time and money with police witnesses not having wasted journeys to court.

**Estates Investment** – The Commissioner is responsible for the Sussex Police estate and, as the landlord, has developed an Estates Strategy to enable the effective governance of all land and property. This was valued at £169m as at 31 March 2018.

The Estates Strategy is a key element of the capital programme and aims to make sure that the property used for policing is in the right place, is fit for purpose and efficient. The Strategy is transforming the estate, freeing up resources and disposing of unsuitable properties that will generate capital receipts.

The PCC continued to oversee the Estates Strategy during 2017/18, working with the Chief Constable to ensure that a well-designed and well located police estate will give Sussex communities confidence and provide a reassuring presence, whilst ensuring technology will also provide opportunities for other methods of contact. The PCC closely scrutinised the implementation of the Estates Strategy in 2017/18 through the Estates Board ensuring that it continued to provide a working environment fit for 21st century policing, was cost effective and demonstrated an accessible community footprint.

A total of £7.8m was invested in the Sussex Police estate last year. The PCC has also ensured that no police facility with a public reception will be removed until a suitable local alternative is identified.

Over the last year, this approach has resulted in a new public policing point at the Chequer Mead Arts Centre more centrally located in East Grinstead, as well as the co-location of East Sussex Fire & Rescue Service Headquarters in new facilities at Sussex Police Headquarters in Lewes. Significant refurbishment work totalling £13m has continued at Brighton Police Station during the year and is expected to be completed in 2018/19.

Where the estate is under-used the PCC is examining options for sharing with partners as well as disposal for redevelopment. Sussex Police also have a running programme of improvements to deliver efficiencies in energy costs and maintenance.

The Estates Strategy spend has been part funded from the reinvestment of receipts, known as capital receipts, generated from the sale of redundant or unsuitable estate. A total of £0.507m of receipts from sales was received in 2017/18. These receipts can only be used to fund expenditure that creates a capital asset. The amount of capital receipts used to fund expenditure in 2017/18 represents the maximum amount available. The sale of Peacehaven Police Station resulted in capital receipts of £0.494m.

Following the acquisition of the new vehicle workshop in Crawley Down during 2016/17, a further £0.449m has been spent during 2017/18 to bring the site in to full use. The continuation of major works at Brighton Police Station has incurred expected costs of £3.8m with works due to be completed early 2018/19. The Estates Strategy has also included £1.2m of remediation works to both datacentres at HQ and Brighton. The Kingstanding site in the Ashdown Forest has seen refurbishment and upgrades to existing buildings at a current cost of £0.918m to better suit training requirements. There are also a number of smaller projects continuing across the estate.

**Improved Information Sharing** – The PCC has continued to be a leading sponsor of the highly effective Empowering-Communities Inclusion & Neighbourhood management System (ECINS) on behalf of all local authority areas across Sussex. The ECINS facilitates real-time information sharing between signed up partners and has now been adopted across all local authority areas in Sussex and embedded into Sussex Police processes. The PCC jointly funded ECINS with Sussex Police for a further year across 2017/18.

**Body Worn Video** – The PCC has continued to invest in the purchase and rollout of over 1,200 body worn video devices. This approach has ensured that all frontline officers are equipped with personal-issue body-worn video cameras. This approach enables real-time evidence to be captured in an easy to use and accessible digital format, increasing convictions, particularly around domestic abuse crimes and helping to reduce assaults on officers and staff.

### 3. Managing Resources

#### 3a. Summary of financial context 2017/18

The Police Reform and Social Responsibility Act 2011 created two separate corporations sole: the PCC and the Chief Constable.

The PCC is responsible for:

- The finances of the whole Group;
- Receiving all income and funding;
- Making all payments for the Group from the overall Police Fund; and
- Control of all assets, liabilities and reserves.

The Chief Constable fulfils his functions under the Act within an annual budget set by the PCC in consultation with the Chief Constable. A scheme of delegation is in operation between the two bodies determining their respective responsibilities, as well as local arrangements in respect of the use of the PCC's assets and staff.

A new four-year strategic financial planning tool the 'Medium Term Financial Strategy' (MTFS) was introduced from 2017/18 to manage and maximise the use of resources. As a publicly available and 'living' document the MTFS also provides contextual information and the rationale behind running costs and capital investment and, any proposed decisions on the level of the precept. It also sets out how the PCC can provide the Chief Constable with the resources to deliver the priorities in the Police & Crime Plan within a challenging financial climate over the four year period 2017/18 to 2020/21, and provided options for delivering a sustainable budget and capital programme over the medium term. The MTFS can be viewed in full [here](#).

The MTFS was revised twice during the year following publication in March 2017, for the outturn in June 2017 and in September following a review of the balance sheet reserves when a further £17m was made available to the Chief Constable to support officer posts.

The 2017/18 revenue budget was approved by the PCC in February 2017 at £256.9m following:

- Total funding was protected in flat cash terms as long as PCCs maximised their ability to increase the precept as provided for in the new flexible referendum principles;
- Government grant for Sussex was reduced by £2.1m (1.3%) to £162.8m;
- The precept was increased by £5 generating £3m of additional income invested into Community Priority Crime Teams, Specialist Firearms Officers, Public Protection Investigators and Prevention Youth Officers;
- Provision for increases in pay and prices of £10.3m; and
- The requirement to make a further £11.3m of savings.

	<b>£'000</b>
<b>Base Budget 2016/17</b>	<b>254,977</b>
Base Budget Adjustments	<b>(3,908)</b>
Pay Related Costs	9,862
Price Inflation and Other Additional Costs	4,195
New Investment	3,102
Savings Requirement	<b>(11,262)</b>
<b>Total Net Revenue Budget 2017/18</b>	<b>256,966</b>

## 3b. Summary of financial performance 2017/18

Sussex Police & Crime Commissioner Direct Operating Costs		Cost £	Total Cost £
Sussex Police & Crime Commissioner Direct Operating and Commissioning Costs	Democratic representation Community Safety Victim Support, Restorative Justice and Drive Project Office of the Police & Crime Commissioner <i>less Government Grant funding</i>	0.1m 1.7m 2.5m 1.2m <i>(£2.5m)</i>	<hr/> 3.0m
Policing services provided by Sussex Police	Police Officers Police Staff (including PCSOs*) Other Employee Costs** Buildings and Transport Supplies and Services Third Party Payments*** <i>less Sussex Police income</i>	144.9m 75.5m 7.7m 15.3m 40.4m 9.4m <i>(47.0m)</i>	<hr/> 246.2m
Capital Financing	Capital financing costs <i>Less interest income on balances</i>	3.0m <i>(0.4m)</i>	<hr/> 2.6m
Planned transfers to/(from) reserves			1.4m
Total Cost of Services			253.2m
Funded by	Funding from Government Council Tax  Total funding	<i>(162.8m)</i> <i>(94.1m)</i>  <i>(256.9m)</i>	<i>(256.9m)</i>
Net revenue (under)/overspend			<i>(3.7m)</i>

\* Includes Police Community Support Officer (PCSO) pay and overtime costs of £6.7m;

\*\* Includes ill health pension payments, employee expenses, training and restructure costs; and

\*\*\* Includes third party payments to other government bodies, partnerships and external initiatives.

The figures shown in the above table are as per the draft Statement of Accounts 2017/18. They include all office costs and services commissioned by the PCC, and the cost of all activities carried out by Sussex Police.

The 2017/18 net revenue underspend of £3.7m equates to 1.5% of the approved net revenue budget of £256.9m.

For further information about the summary finances reported above, please visit the PCC website ([www.sussex-pcc.gov.uk](http://www.sussex-pcc.gov.uk)) to view a copy of the full draft Statement of Accounts.

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### *3c. Summary of financial headlines 2017/18*

The key financial headlines from the revenue outturn for 2017/18 can be summarised as follows:

- £3.7m (1.5%) underspend on the revenue budget of £256.9m;
- £2.3m of the underspend was on the Operational Delivery Budget delegated to the Chief Constable;
- £1.5m net underspend on other budgets;
- Investment in the four precept investment areas completed – see section 2a;
- Savings achieved in year of £16.8m compared with the target of £11.3m;
- Budget pressures were contained (e.g. pay increase, inflation); and
- General Reserves were maintained at £11m – this was 4% of the net revenue budget.

The 2017/18 underspend has been returned to reserves and will be used in accordance with the approved MTFS and 2018/19 budget.

A total of £22.8m was invested in capital schemes during the year. These schemes included investment in the police estate including the refurbishment of Brighton Police Station, investment in ICT, vehicles and equipment. £2.9m of resources have been carried over to 2018/19 to complete schemes that were delayed.

The Statement of Accounts includes further details of the financial performance of 2017/18. The draft accounts subject to audit can be viewed [here](#).



*3d. Financial outlook for 2018/19 and beyond*

The MTFS was fully revised for 2018/19 and extended to 2021/22. It includes the impacts of the freeze in the level of government grant provided, of council tax precept increases of £12 in two of the four years of the strategy and the inclusion of all savings to date and anticipated cost pressures.

For 2018/19 the precept increase combined with the use of part of the £17m reserves that was approved in September 2017 has enabled the PCC to provide the Chief Constable with substantially more resources than had been estimated previously, with a revenue budget of £267.2m, which is £13.5m (5.3%) more than the 2017/18 revenue budget.

The PCC asked the Chief Constable to illustrate how this additional investment in local policing will ensure that local residents and those visiting Sussex can feel safe at home, in public spaces, at night time, and on the roads.

The Chief Constable has published his Sussex Police 2018/22 Transformation Strategy which sets out how the Force will use the additional funding provided by the PCC to modernise and strengthen local policing. The Strategy is aligned with the MTFS so that the Chief Constable is able to plan further ahead.

The Strategy also demonstrates that by 2022 Sussex Police will have 200 more officers than it currently has, in addition to recruiting officers to replace those due to leave. This will mean that people will see an increased visible policing presence throughout Sussex.

The Sussex Police 2018/22 Transformation Strategy can be viewed [here](#).

The MTFS will continue to be updated during the year at key times.

**Links in this report:**

Sussex Police 2018/22 Transformation Strategy –

[https://sussex.police.uk/media/8394/sussex-police-transformation-strategy\\_7-rev-web.pdf](https://sussex.police.uk/media/8394/sussex-police-transformation-strategy_7-rev-web.pdf)

HMICFRS Inspection Reports –

<https://www.sussex-pcc.gov.uk/performance/hmicfrs-inspection-reports/>

Performance & Accountability Meetings –

<https://www.sussex-pcc.gov.uk/get-involved/watch-live/>

Safer in Sussex Community Fund –

<https://www.sussex-pcc.gov.uk/get-involved/apply-for-funding/>

Safe:Space Sussex Funding Network –

<https://www.sussex-pcc.gov.uk/get-involved/apply-for-funding/>

Medium Term Financial Strategy –

<https://www.sussex-pcc.gov.uk/media/3138/mtfs-2018-22-final-07022018.pdf>

Statement of Accounts 2017/18 (subject to audit) –

<https://www.sussex-pcc.gov.uk/about/transparency/accounts/>



<b>To:</b>	The Sussex Police & Crime Panel
<b>From:</b>	The Sussex Police & Crime Commissioner
<b>Subject:</b>	Financial Outturn Report 2017/18
<b>Date:</b>	29 June 2018
<b>Recommendation:</b>	That the Police & Crime Panel notes the content of the report.

## 1.0 Introduction

- 1.1 Under the provisions of the Police Reform and Social Responsibility Act 2011, the Police & Crime Commissioner (PCC) and the Chief Constable are created as two separate corporations' sole. For financial reporting purposes, the Chief Constable is a subsidiary of the PCC by virtue of the powers the PCC has to govern the financial and operating policies of the Chief Constable.
- 1.2 The PCC is responsible for the finances of the whole Group and controls all assets, liabilities and reserves. The PCC receives all income and funding and makes all payments for the Group from the overall Police Fund.
- 1.3 This report presents a summary of the revenue and capital outturn for the financial year ending 31 March 2018 subject to audit for the overall police fund under the direction of the PCC. It also sets out the use of and/or transfer of the surplus or deficit on revenue and capital budgets in line with the approved Reserves Policy.
- 1.4 Changes to legislation require that the statutory Statements of Accounts are published earlier for the closure of the 2017/18 accounts with the draft published by the end of May 2018 and the audited accounts published by the end of July. Previously those dates were the end of June and the end of September 2018.
- 1.5 The draft Annual Statements of Accounts 2017/18 were published in line with the new deadline at the end of May 2018 on the [PCC's website](#). They set out in detail the financial statements, disclosures, assets and liabilities of the corporations' sole of the PCC and Chief Constable and the Group. The Statements are now subject to external audit.
- 1.6 The review and authorisation by the PCC of the outturn and resource transfers for the Group was published as a [key decision on 12 June 2018](#).
- 1.7 It should be noted that the outturn is 'subject to audit' and could change although, at this stage there is no reason to believe that there will be any material adjustments.

## 2.0 Summary of the Outturn 2017/18

2.1 The key highlights of the 2017/18 outturn are as follows:

- £3.7m (1.5%) underspend on the revenue budget to be returned to reserves and then allocated to the 2018/22 Medium Term Financial Strategy (MTFS) boosting the resources already made available via the additional precept and use of reserves;
- Savings achieved in year of £16.8m, £5.5m over and above the target of £11.3m;
- £2.9m of capital slippage to be carried over to 2018/19 to enable the completion of the projects and programmes;
- Reserves – General Reserves maintained at 4% which is £10.8m. Overall reserves £54.2m;
- Average investments at 31 March 2018 of £78m were held in year compared against £86m in the prior year; and
- The amount of investment interest achieved for the year was £0.560m. This was higher than anticipated (£0.060m) due to better than expected interest rates being achieved during the year.

## 2.2 The Revenue Budget

2.3 The 2017/18 revenue budget was approved by the PCC in February 2017 at £256.966m following:

- Total funding was protected in flat cash terms as long as PCCs maximised their ability to increase the precept as provided for in the new flexible referendum principles;
- Government grant for Sussex was reduced by £2.1m (1.3%) to £162.8m.
- The precept was increased by £5 generating £3m of additional resource that invested into Community Priority Crime Teams, Specialist Firearms Officers, Public Protection Investigators and Prevention Youth Officers;
- Provision for increases in pay and prices of £10.3m; and
- The requirement to make a further £11.3m of savings.

2.4 During the year budget virements were agreed by the PCC as set out below.

	Budget Original £m	Budget Virements £m	Budget Revised £m
Operational Delivery Budget	251.171	(2.645)	248.526
Office of the PCC	1.274	0.134	1.408
Community Safety	1.635	0.174	1.809
Victim Support, Restorative Justice & Drive Project	0	0	0
Other OPCC Financing Budgets	3.036	0	3.036
Transfers to/(from) Reserves	(0.150)	2.337	2.187
<b>Total Net Budget Requirement</b>	<b>256.966</b>	<b>0</b>	<b>256.966</b>

2.5 The PCC delegated a budget of £251.171m to the Chief Constable for 2017/18 to enable the discharge of the activities under his direction and control. This is referred to as the 'Operational Delivery Budget' within this report. This budget reduced to £248.526m at 31 March 2018, due to in-year approved virements.

2.6 The revenue outturn 2017/18 in summary by key headings is as follows:

- £3.761m (1.46%) underspend on the revenue budget of £256.966m;
- £2.297m of the underspend was on the Operational Delivery Budget delegated to the Chief Constable;
- £1.464m net underspend on other budgets;
- Savings achieved in year of £16.756m;
- Budget pressures were contained (e.g. pay increase, inflation); and
- General Reserves maintained at 4%.

2.7 The variance summarised to the following budgets:

### Revenue Budget Outturn 2017/18

	<b>To 31 March 2018</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>%</b>
Operational Delivery Budget	246.229	248.526	(2.297)	(0.9%)
Office of the PCC	1.349	1.408	(0.059)	(4.2%)
Community Safety	1.695	1.809	(0.114)	(6.3%)
Victim Support, Restorative Justice & Drive Project	0	0	0	
Other OPCC Financing Budgets	2.573	3.036	(0.463)	(15.3%)
Transfers to/(from) Reserves	1.359	2.187	(0.828)	(37.9%)
<b>Total Police Fund</b>	<b>253.205</b>	<b>256.966</b>	<b>(3.761)</b>	<b>(1.5%)</b>

### 3.0 The Chief Constable's Operational Delivery Budget

3.1 A total of £246.229m was spent against the budget of £248.526m delegated to the Chief Constable for 2017/18 to enable the discharge of the activities under his direction and control.

3.2 A summary breakdown of spend compared to budget is shown in the table below:

#### Operational Delivery Budget Outturn 2017/18

	Outturn		
	Actual £'000	Budget £'000	Variance £'000
Employees	228,114	220,752	7,362
Premises	11,006	11,970	(964)
Transport	4,335	4,302	33
Supplies & Services	40,351	42,512	(2,161)
Third Party Payments	9,433	8,081	1,352
Savings	0	5,494	(5,494)
<b>TOTAL EXPENDITURE</b>	<b>293,239</b>	<b>293,111</b>	<b>126</b>
Grants	(20,163)	(20,869)	706
Local Government/Partnership Funding	(1,947)	(2,095)	148
Sales, Fees Charges & Rents	(5,167)	(3,727)	(1,440)
Special Police Services	(14,707)	(14,086)	(621)
Reimbursed Services	(2,346)	(1,673)	(673)
Secondments & Mutual Aid	(2,680)	(2,135)	(545)
<b>TOTAL INCOME</b>	<b>(47,010)</b>	<b>(44,585)</b>	<b>(2,425)</b>
<b>Net Operational Delivery Expenditure</b>	<b>246,229</b>	<b>248,526</b>	<b>(2,297)</b>

3.3 The underspend of £2.3m primarily occurred as a result of over-achieved savings and additional income although the total impact of that was offset by overspend on police officer budgets.

3.4 Significant areas of underspend and/or overachieved income:

- Overachievement of savings against target (£5.5m);
- Injury and ill health pensions below expectation (£0.6m);
- Other employee expenses below expectation related to apprentice levy (£0.3m);
- One off slippage cost in respect of building refurbishment programme at HQ (£1m);
- Supplies & Services underspend (£2.2m) including lower outsource costs for Digital Forensics (£0.4m);
- Additional income from buildings and transport (£1.2m); and
- Additional income from partnership funding (£0.6m).

3.5 Significant areas of overspend:

- Restructure costs (£1.1m);
- Police officer pay (£6.8m);
- Police staff pay (£0.4m); and
- Third party payments (£1.4m) including external services and the South East Regional Integration Programme (£1.1m).

- 3.6 The overspend for police officer pay budgets reflects the reduction of budgets to meet the in-year savings but with the physical number of officers reducing at a slower rate to maintain a policing level and support on-going change programmes. This is in line with revised workforce plans and future growth/investment plans as approved in the budget and the MTFs following approval of the precept for 2018/19.
- 3.7 As at 31 March 2018, Sussex Police had 2,578 police officers, 1,811 police staff, 203 Police Community Support Officers (PCSOs) and a team of dedicated volunteers that includes over 212 special constables and around 180 police cadets.

### **Change Programme Savings Above Target**

- 3.8 The multi-year and complex change programme has continued to transform Sussex Police whilst delivering gross savings of £16.756m in 2017/18 which was £5.494m over and above the target of £11.262m. This covered unachieved savings of £2.200m brought forward from 2016/17.

### **Additional Income Received**

- 3.9 The Chief Constable achieved additional income of £2.425m in excess of budget during the year. The key contributing factors to this were £600k compensation arising from compensation received for a lease termination; £0.266m for additional vehicle sales with fleet; £0.280m vehicle recovery which is dependent on demand; one off enabling income for East Sussex Fire & Rescue; Brighton & Hove Albion FC income of £0.375m is offset with other overspend mainly within overtime costs; and, mutual aid £0.204m as income from the reimbursement of assisting other forces.

### **The Precept Investment Strengthened Four Areas of Local Policing**

- 3.10 The PCC increased the policing element of the Council Tax for 2017/18. This added an extra £5 a year per Band D property and was supported and endorsed by the Police & Crime Panel at their meeting in January 2017.
- 3.11 This raised an additional £3m to which a further £1.2m was added to provide a total investment of £4.2m. This additional investment was used to provide over 100 police officers and specialist staff to strengthen four areas of local policing, as follows:
- Community Priority Crime Teams – This area received funding of £1.03m from the investment. 24 police officers became operational in these new posts from 1 April 2017 and each of the three policing divisions is now fully staffed with one Police Sergeant and seven Police Constables. The teams proactively intervene and disrupt local crime groups by taking these offenders off the streets. The new teams provide additional resources to target the small groups and individuals whose criminal activity contributes to the anti-social behaviour which negatively affects the communities of Sussex. Disruption to the lines of drug supply from London, known as 'County Lines', has been an outcome that this team has proactively delivered following this investment.

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- Specialist Firearms Officers – A further £1m was provided to uplift the counter terrorism and firearms capabilities across Sussex and Surrey by 52 posts. This was part of a two-year programme of work to provide a more robust response to frontline colleagues in the event of a terrorist attack. A total of 18 Specialist Firearms Officers were recruited and trained across 2017/18. These armed officers continue to support local policing teams when they are not being deployed or in training. Three new specialist Armed Response Vehicles were also made available in Sussex and Surrey too.
- Public Protection Investigators – This area received £1.25m and the greatest area of investment. Sussex Police is dealing with more cases of rape, serious sexual offences and offences against children as a consequence of the public's increased confidence in how reports are managed. The additional funding was used to increase the Force's capacity in this area by 18 more police officers and 8 police staff in 2017/18, comprising of 8 Detective Sergeants, 10 Detective Constables and 8 Serious Organised Crime Investigators. These officers are allocated according to need across the three policing divisions in Sussex.
- Prevention Youth Officers – Another £0.92m was invested in 22 Prevention Youth Officers (PYOs) – formally known as Neighbourhood School Officers – consisting of one Police Sergeant and 21 Police Constables. The PYOs went live when the Prevention strand of the Local Policing Programme commenced on 6 November 2017. The PYOs will develop and maintain relationships with schools and other educational establishments and be an integral part of the newly formed Local Prevention Teams. These officers will be upskilled to work closely with multi-agency safeguarding and vulnerability teams to tackle any identified problems that arise and ensure that a more consistent and joined-up approach around information sharing and problem solving exists.

### 4.0 The Police & Crime Commissioner

- 4.1 The budget for the Office of the Police & Crime Commissioner (OPCC) includes the costs of running an office to cover the statutory functions regarding community engagements, financial management, legal services and complaints handling. This budget reflects the OPCC revenue outturn for 2017/18.
- 4.2 The unaudited summary revenue outturn position of the PCC portfolio is summarised in the table below.

#### PCC Revenue Outturn 2017/18

	Actual	Budget	Variance	
	£m	£m	£m	%
OPCC Budget	1.349	1.408	(0.059)	(4.2%)
Community Safety	1.695	1.809	(0.114)	(6.3%)
Victims, Restorative Justice and Drive Project	2.502	2.502	0.000	
Grant Income	(2.502)	(2.502)	0.000	
<b>Total</b>	<b>3.044</b>	<b>3.217</b>	<b>(0.173)</b>	<b>(5.4%)</b>



4.3 A further breakdown of the OPCC budget is shown in the next table.

#### Office of PCC Revenue Outturn 2017/18

	Actual	Annual Budget	Variance	
	£000s	£000s	£000s	%
OPCC Staff Pay	935	935	0	
Other Pay Related	2	1	1	
Temporary/Agency Staff	0	0	0	
Training & Conferences	11	12	(1)	
<b>Total Employees</b>	<b>948</b>	<b>948</b>	<b>0</b>	<b>0%</b>
Premises	145	178	(33)	
Transport	21	17	4	
Supplies & Services	146	156	(10)	
Third Party Payments	(78)	(33)	(45)	
<b>Gross Expenditure</b>	<b>1,182</b>	<b>1,266</b>	<b>(84)</b>	<b>(6.6%)</b>
<b>Income</b>	<b>(2)</b>	<b>0</b>	<b>(2)</b>	
<b>Net Expenditure</b>	<b>1,180</b>	<b>1,266</b>	<b>(86)</b>	<b>(6.8%)</b>
External/Internal Audit Fees	122	111	11	
Bank Charges	13	16	(3)	
Legal Services	34	15	19	
<b>Office of the PCC Total</b>	<b>1,349</b>	<b>1,408</b>	<b>(59)</b>	<b>(4.2%)</b>

- 4.4 The approved budget of £1.274m was increased during the year to £1.408m through the virement process to bring forward resources from 2016/17.
- 4.5 The PCC is paid a salary as set out in legislation. This has remained unchanged since 2011 at £85,000. The total salary costs of senior officer and staff pay is published within the Statements of Accounts.
- 4.6 The budget for the OPCC includes the costs of running the office including staff salaries and office rents to cover the statutory functions of scrutiny, performance management, community engagements, financial management, legal services, banking, audit, independent custody visitors and complaints handling. An underspend of £59,000 arose across a number of budget lines and will be carried forward to 2018/19.
- 4.7 **Community Safety Funding** – The PCC set aside £1.635m in 2017/18 to: support Community Safety Partnerships (CSPs); funding for local community groups that help reduce or prevent crime in Sussex; and other initiatives during 2017/18. This budget increased during the year to £1.809m.
- 4.8 The PCC protected CSP funding in 2017/18 for the fifth year running despite significant budget pressures. A total of £1.215m was allocated to Brighton & Hove City Council, East Sussex County Council and West Sussex County Council and each of the 12 CSPs in Sussex. This has resulted in the CSPs delivering effective community safety activities to tackle anti-social behaviour, protect young and vulnerable people, improve road safety, reducing youth offending and prevent and tackle homelessness.

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- 4.9 Other Community Safety – The budget was boosted by resources brought forward from 2016/17 used in part to fund the Haywards Heath Warden and Forest Row community warden pilot, funding for an Anti-Modern Slavery Delivery Manager, anti-social behaviour recording IT system, a contribution to Sussex Mediation Alliance and a project to help young homeless people as well as children having problems in schools.
- 4.10 The Safer in Sussex Community Fund (SiSCF) provides financial support (grant awards up to £5,000) to local organisations and projects that aim to reduce crime and improve community safety. The PCC allocated £145k from the Fund in 2017/18 to support 37 local projects across Sussex. In total, £1.4m has been allocated to support 277 projects since the SiSCF was created. A list of each of the successful applications to the SiSCF can be viewed in full on the PCC’s website through the following link: <https://www.sussex-pcc.gov.uk/apply-for-funding/>
- 4.11 To ensure that the victims grant was fully utilised a full review of all expenditure in other budgets was carried out and some applicable costs were moved from the Community Safety budget. In addition some bodies that were awarded SiSCF did not claim the grant e.g. because the project did not start. The combination of both resulted in an underspend of £114k. This will be carried forward to the 2018/19 Community Safety budget.
- 4.12 **Victims and Restorative Justice** – The victims and restorative justice budget is funded in total by the grant received from the Ministry of Justice. The grant conditions state that only eligible expenditure up to the total grant amount is funded and any underspend should be returned.

### 5.0 Group Financing Budgets

- 5.1 Other OPCC financing includes income and expenditure budgets which support the overall police fund budget but do not relate to specific operational or OPCC functions. A summary of the outturn position is set out below.

#### Other OPCC Financing Budgets Revenue Outturn 2017/18

	<b>Outturn £'m</b>	<b>Budget £'m</b>	<b>Variance £'m</b>
Treasury Management	(0.376)	(0.299)	(0.077)
Capital Financing	2.949	2.949	0.00
Pay and Price Contingency	0.00	0.386	(0.386)
<b>Total Net Budget</b>	<b>2.573</b>	<b>3.036</b>	<b>(0.463)</b>
Transfers to/(from) Reserves	1.353	2.186	(0.833)
<b>Total</b>	<b>3.926</b>	<b>5.222</b>	<b>(1.296)</b>

#### Treasury Management – Managing Cash, Loans and Investments

- 5.2 Treasury Management includes the receipt of interest from investment of balances net of the costs of servicing the £4.5m loan balance outstanding with the Public Works Loan Board – interest payments and repayment of the loan.

- 5.3 Investment interest is generated from cash holdings during the year. The level of cash holdings reflects the overall amount of cash backed reserves and timing of major cash inflows (grant and precept income) and cash outflows (salaries, pensions and other payments) during the year. Investments are placed in accordance with the Treasury Management Strategy and provide income based on risk and return on investment. A full report on 2017/18 investment performance will be considered by the Joint Audit Committee in July 2018.
- 5.4 The amount of investment interest achieved for the year was £0.577m. This was higher than anticipated by £0.077m due to better than expected interest rates being achieved during the year:
- average investment rate of return was 0.71%; and
  - average investments of £79.284m were held in year compared against £86.564m in the prior year.

### **Capital Financing**

- 5.5 The capital financing budget includes the statutory Minimum Revenue Provision (MRP) payments and the annual revenue budget set aside to support capital and investment projects.

### **Pay and Price Contingency**

- 5.6 The PCC holds a small contingency to cover additional costs in year that arise from unforeseen increases in the costs of pay and non-pay budgets that cannot be funded from within the total police fund budget. The budget was set at £0.386m and was not utilised in-year.

### **Insurance Liabilities**

- 5.7 The PCC reviews the appropriateness of its insurance funding each year. Following a review by independent Actuaries Marsh (our Insurance Advisers) the group assessed the Insurance liabilities in 2017/18 resulting in a net reduction of £0.515m, giving a prudent provision consistent with previous years. This comprises an increase in the Insurance Reserve of £0.187m and a reduction in the Insurance provision of £0.702m. The reduction in provisions is included within the Operational Delivery Budget and the increase of £0.187m in the Insurance reserve is funded from the overall police fund underspend during the year.

### **Transfers to/from Reserves**

- 5.8 The base budget included an assumed transfer from the Delegated Budget Holder reserve of £1.1m to support specific cost pressures against the Chief Constable's Operational Delivery Budget, with the full amount transferred during the year.

## **6.0 Proposed Application of the Revenue Budget Underspend**

- 6.1 The 2017/18 underspend of £3.7m has been returned to reserves and will be used in accordance with the approved Medium Term Financial Strategy (MTFS) and 2018/19 budget.

## 7.0 2017/18 Capital and Investment Outturn

- 7.1 The capital and investment programme outturn spend is £22.800m, against a revised budget of £26.142m, representing underspend of £3.342m.

### Capital and Investment Budget Outturn 2017/18

	Actual	Revised Budget	Variance over/ (under)spend	
	£m	£m	£m	%
IT Strategy	2.585	3.807	(1.222)	(32%)
Fleet Strategy	4.482	4.408	0.074	2%
Estates Strategy	7.800	7.868	(0.068)	(1%)
Emergency Services Network	0.425	2.355	(1.930)	(82%)
Video Enabled Justice	0.217	0.283	(0.066)	(23%)
Digital Policing	3.487	4.155	(0.668)	(16%)
Operational Investments	3.804	3.266	0.538	17%
<b>Total</b>	<b>22.800</b>	<b>26.142</b>	<b>(3.342)</b>	<b>(13%)</b>
Net Carry Forward Requests			(2.9)	

- 7.2 The Estates Strategy has been part funded from the reinvestment of receipts generated from the sale of redundant or unsuitable estate. During 2017/18, the sale of Peacehaven Police Station resulted in capital receipts of £0.494m. Following the acquisition of the new vehicle workshop in Crawley Down during 2016/17, a further £0.449m was spent during 2017/18 to bring the site in to full use. The continuation of major works at Brighton Police Station has incurred expected costs of £3.773m with works due to be completed early 2018/19. The Estates Strategy has also included £1.153m of remediation works to both datacentres at HQ and Brighton. The Kingstanding site in the Ashdown Forest has seen refurbishment and upgrades to existing buildings at a current cost of £0.918m to better suit training requirements. There are a number of smaller projects continuing across the estate.
- 7.3 The IT Strategy Programme has focussed mainly on upgrading the infrastructure and networks across the Sussex Police estate at a cost of £2.163m as a result of this there has been slippage in other projects. IT has ended the year underspent by £1.113m of which £0.471m will be transferred into 2018/19 to cover slippage as mentioned.
- 7.4 Fleet replacement programme has expenditure of £4.217m that included vehicles purchased for the Firearms uplift and Public Protection funded from the increase in the precept.
- 7.5 Emergency Services Network, the national project to implement the replacement of the Airwave communication, has been delayed and will be reprogrammed in the capital programme with the slippage carried forward in total.
- 7.6 Digital Policing included two major Home Office grant funded programmes; Digital First and Video Enabled Justice. Both are three year programmes and managed via their own programme boards.

### Capital Carry Forwards

- 7.7 The PCC having reviewed and scrutinised the outturn has approved the carry-forward of £2.903m to support the following capital projects.

Scheme	Amount £m
IT Strategy	0.471
Sussex Safer Roads Partnership	0.233
Operations Department	0.180
Communications Department	0.089
Emergency Services Mobile Network	1.930
<b>TOTAL</b>	<b>2.903</b>

### Capital Financing

- 7.8 The capital and investment financing strategy is based on use of Home Office and other external funding plus revenue funding, capital receipts and reserves in line with PCC approved Reserves Policy. Borrowing is not used to support the current capital investment plans.
- 7.9 The PCC approved the financing of the 2017/18 capital expenditure as set out in the table below.

#### Approved Capital and Investment Financing 2017/18

Source of Funding	Revenue Sources £m	Capital Sources £m	Total Financing £m	%
Home Office Capital Grant	0.000	0.906	0.906	4%
Other Grants and Income	0.318	3.954	4.272	19%
Capital Receipts	0.000	2.402	2.402	11%
Revenue Funding	2.025	0.000	2.025	9%
Reserves	8.208	4.987	13.195	58%
<b>Total</b>	<b>10.551</b>	<b>12.249</b>	<b>22.800</b>	<b>100%</b>

- 7.10 The use of Home Office capital grant is in line with the original approved capital financing plan.
- 7.11 Other grants and income from capital sources includes Home Office Innovation Grant for Mobile Policing, Home Office Transformation Grant for Digital Policing, partner contributions received in the current and previous years and applied during 2017/18 for ANPR and contributions for armed response vehicles at Gatwick. Other grants and income from revenue sources includes Home Office Transformation Grant for Video Enabled Justice and contributions from the PCC for Surrey.
- 7.12 Capital receipts of £0.507m were received in year from sale of surplus properties and assets. These receipts are used as a funding source but can only be used to fund expenditure that creates a capital asset. The amount of capital receipts used to fund expenditure in 2017/18 represents the maximum amount available.

## Agenda Item 8

- 7.13 Revenue funding and reserves are used to fund the balance of expenditure and can be used to fund capital or revenue items. Due to slippage in the capital and investment programme the use of reserves is lower than originally planned.
- 7.14 Individual capital and investment schemes are managed on a project basis as part of the overall approved annual capital and investment budget. Project spend incurred can include both revenue and capital expenditure items. Expenditure is assessed at year end as part of the annual accounts process to ensure we account for expenditure in line with approved accounting policy.
- 7.15 A strict definition is used to assess and determine whether expenditure can be classified as capital expenditure within accounting regulations. In general one-off small-value items and spend that does not add to the value of an asset, is charged to the revenue accounts.
- 7.16 A total of £10.551m of expenditure against the approved capital and investment budget has been assessed as expenditure, which cannot be capitalised. This amount was charged to the revenue account and funded from the revenue budget and reserves as set out in the financing table above. The Operational Delivery Budget increase by £10.551m funded by a corresponding transfer from reserves (£7.713m) and other revenue funding sources (£2.838m).

	<b>Actual £m</b>	<b>Budget £m</b>	<b>Variance £m</b>
Operational Delivery Budget	246.370	248.526	(2.156)
Capital programme expenditure not meeting policy for capital assets	10.551	10.551	-
<b>Revised Operational Delivery Budget</b>	<b>256.921</b>	<b>259.077</b>	<b>(2.156)</b>

- 7.17 Outstanding debt previously borrowed to fund the capital programme remains at £4.5m with no further borrowing undertaken to finance capital expenditure.

## 8.0 Reserves

- 8.1 The PCC's total usable reserves after transfers as at 31 March 2018 are £54m.
- 8.2 The General Reserve is £10.807m (4%) of the 2017/18 net budget. The Reserves Policy sets a target of 4% for the level of the General Reserve.
- 8.3 A summary of all movements between and transfers to/from reserves based on the 2017/18 approved budget or otherwise approved by the PCC throughout the year and at the end of the year are shown in the table below:

	<b>Balance at 31 March 2017 £000</b>	<b>Transfers In 2017-18 £000</b>	<b>Transfers Out 2017-18 £000</b>	<b>Balance at 31 March 2018 £000</b>
<b>General Fund</b>	(10,807)	0	0	<b>(10,807)</b>
Earmarked Reserves:				
Insurance	(4,102)	(187)		(4,289)
Operational	(2,450)		2,450	0
Local Policing Transition Support	0	(17,000)		(17,000)
Capital & Investment Expenditure	(18,681)	(6,198)	15,439	(9,440)
PFI Contract	(12,794)		10,300	(2,494)
Asset Seizures	(396)	(493)	316	(573)
Delegated Budget Holder	(8,995)	(1,523)	3,718	(6,800)
Sussex Safer Roads Partnership	(3,087)		233	(2,854)
<b>Earmarked Reserves</b>	<b>(50,505)</b>	<b>(25,401)</b>	<b>32,456</b>	<b>(43,450)</b>
<b>Capital Receipts</b>	<b>(1,895)</b>	<b>(507)</b>	<b>2,402</b>	<b>0</b>
<b>Total</b>	<b>(63,207)</b>	<b>(25,908)</b>	<b>34,858</b>	<b>(54,257)</b>

8.4 A description of each reserve follows:

- General Reserve – This reserve is set aside for unexpected events or emergencies and provides a working cash balance to help with the impact of uneven cash flows and avoid unnecessary temporary borrowing. The balance is maintained at 4% of the net revenue budget.
- Insurance Reserve – Is maintained for self-insurance and excess policy costs. The balance is reviewed each year by a professional firm of actuaries.
- The Local Policing Transition Reserve is available to the Chief Constable to support changes to the workforce and help to maintain the numbers of officers and staff over the next 4 years.
- Capital and Investment – This reserves will be used to fund, in part or in full, spends on items that will have a life of greater than one year such as vehicles, buildings or equipment, or improvements to them. The plans for that spend are set out in section 15 of the MTFS 2018/22.
- The PFI Reserve is no longer required. The balance is being used in full to fund a review of the existing contract over 2017/18 to 2018/19.

## Agenda Item 8

- Asset Seizure – If Sussex Police seize cash or assets from criminal activities they are allowed to keep a proportion of it. We put this money in this pot and then spend it each on policing and crime reduction.
- The Delegated Budget Holder Reserve (DBHR) is used to help make the changes Sussex Police have planned as set out in the MTFS. Money may also be held for other purposes which are explained in the MTFS.
- Sussex Safer Roads Partnership – This holds the balance of money arising from traffic fines which is used to make Sussex roads safer. The PCC looks after this money on behalf of the SSRP.

### **9.0 Medium Term Financial Strategy 2018/22**

- 9.1 The MTFS provides options for delivering a sustainable revenue budget and capital investment over the medium term. It also sets out how the PCC can provide the Chief Constable with the resources to deliver the priorities in the Police & Crime Plan 2018/19 to 2021/22, support the mission, vision and values of Sussex Police and meet the requirements of the Strategic Policing Requirement within challenging financial boundaries.
- 9.2 The [MTFS 2018/22](#) was first published in February 2018 and set out the additional resources that could be provided to Sussex Police. The Chief Constable has now translated those resources into his [2018/22 Transformation Strategy](#) which includes a significant programme of police officer recruitment.
- 9.3 The MTFS will be updated for the outturn and approved by the PCC following the publication of the final accounts and shared with the Panel at the October meeting.

**Recommended** – That the Police & Crime Panel notes the content of the report.

**Iain McCulloch**  
**Chief Finance Officer**  
**Office of the Sussex Police & Crime Commissioner**

**Peter Gillett**  
**Director of Finance**  
**Sussex Police**

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**Links in this report:**

- Key Decision Outturn 2017/18 –  
<https://www.sussex-pcc.gov.uk/about/transparency/pcc-decisions/decisions/0192018-revenue-and-capital-outturn-201718-reserves-transfers-and-capital-financing/>
- Sussex Police Transformation Strategy 2018/22 –  
[https://sussex.police.uk/media/8394/sussex-police-transformation-strategy\\_7-rev-web.pdf](https://sussex.police.uk/media/8394/sussex-police-transformation-strategy_7-rev-web.pdf)
- Medium Term Financial Strategy 2018/22 –  
<https://www.sussex-pcc.gov.uk/media/3138/mtfs-2018-22-final-07022018.pdf>
- Statement of Accounts 2017/18 (subject to audit) –  
<https://www.sussex-pcc.gov.uk/about/transparency/accounts/>
- Apply for Funding –  
<https://www.sussex-pcc.gov.uk/apply-for-funding/>

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<b>To:</b>	The Sussex Police & Crime Panel
<b>From:</b>	The Sussex Police & Crime Commissioner
<b>Subject:</b>	Police Officer Recruitment Diversity Outcomes 2017/18
<b>Date:</b>	29 June 2018
<b>Recommendation:</b>	That the Police & Crime Panel notes the content of the report.

## 1.0 Introduction

- 1.1 This report provides an update on the diversity outcomes following the two police officer recruitment campaigns that Sussex Police carried out in July 2017 and February 2018.
- 1.2 This report also outlines some of the specific positive action work the Force has implemented to improve all areas of under-representation, the learning that has been taken from these recruitment campaigns, and the future plans to strengthen local policing in Sussex.

## 2.0 Background

- 2.1 A total of 2.3% of the Sussex Police workforce declare their ethnicity as Black and Minority Ethnic (BME), compared to a local population of over 6% for Sussex. In respect of employee types, 2.1% of all police officers, 2.4% of all police staff and 2.8% of Police Community Support Officers (PCSOs), are BME, as at June 2018.
- 2.2 A total of 45.4% of the Sussex Police workforce are female, compared to an almost equal gender split in the population of Sussex. Females make up 34.2% of all police officers, 60.0% of all police staff and 47.0% of all PCSOs.
- 2.3 Opportunities to increase BME representation in Sussex have been fairly limited, particularly within police officer roles, due to savings programmes within the Force since 2010. However, Sussex Police has developed a Positive Action Plan covering the strands of recruitment, retention, progression and specialisms which supported recruitment campaigns in February and October 2016.
- 2.4 Sussex Police ran two further recruitment campaigns for police officers in July 2017 and February 2018. Both of the recruitment campaigns again looked to improve all areas of under-representation, including the proportion of applicants received from BME and female candidates.
- 2.5 The recruitment campaign for July 2017 has concluded with the progress of all BME and female candidates tracked throughout each stage of recruitment to assist with this process. The process for February 2018 remains ongoing and, as a result, only partial data is available for this campaign.

### **3.0 Positive Action Work**

- 3.1 Ahead of the two campaigns in July 2017 and February 2018, Sussex Police agreed to build on the previous positive action work that had been initiated to during the two recruitment campaigns in 2016 to address the under-representation of BME candidates.
- 3.2 This positive action work focussed on two strands: increasing the number of applicants from BME communities through local engagement, and providing enhanced levels of support for BME candidates throughout the recruitment process
- 3.3 The Force used community representatives to target and reach BME communities through a combination of community groups and social media. Crawley is widely recognised to be the most diverse area within Sussex and was specifically targeted by the Force as part of this work.
- 3.4 Sussex Police delivered a number of engagement sessions in Crawley and its surrounds to encourage applications from those interested in joining the Sussex Police.
- 3.5 The Force also agreed to provide enhanced support for BME candidates throughout the recruitment processes. This included putting in place measures to ensure that all BME applicants were offered one-to-one support on request throughout the process. This involved coaching and mentoring, practice sessions for the online tests, a mock assessment centre and interview practice.
- 3.6 A full-time Police Sergeant from Brighton & Hove, with considerable experience working with diverse groups, was again assigned to support this positive action work. The Force also contacted all previous BME applicants to encourage them to reapply, as they did in 2016.
- 3.7 Other tactics that were used by the Force to support these two campaigns included:
  - Starting the social media campaign ahead of the campaign launch date to generate greater interest;
  - Targeted messages to BME communities through District Commanders;
  - Ensuring that more images of serving BME officers were used as part of the campaign literature, together with the stories and experiences of existing BME officers;
  - Enhancing the messages of the support available to BME candidates throughout the process;
  - Holding a live Facebook event with a focus on positive action;
  - Targeted advertising through Facebook and LinkedIn; and
  - Inviting members of the Race Advisory Group to sit on the interview panels.
- 3.8 The Force also proactively used a greater number of females in both the campaign literature, advertising campaigns and on their website to encourage and support further applications from female candidates.

**4.0 Police Officer Recruitment Campaign – July 2017**

4.1 A total of 933 applications were received in this recruitment process.

4.2 The ethnicity of the applicants is summarised in the table below:

Ethnicity	Number of Applicants	Percentage
BME	54	5.8%
White	873	93.6%
Prefer not to say	6	0.6%
Total	933	100.0%

4.3 Of the 54 BME candidates that applied, 45 of these applicants progressed to the Behavioural Styles Questionnaire (BSQ) and Situational Judgement Test (SJT) stages of the process.

4.4 As a result of these tests and one candidate withdrawing, 9 BME candidates went through to the national Police SEARCH Recruit Assessment Centre. This represented 16.7% of the total applications received from BME candidates, compared to 31.8% of white candidates who were also successful at this stage.

4.5 At the end of the process, five BME candidates were successful in their applications to become a police officer. This represented 9.3% of the total applications received from BME candidates and is comparable to the 11.9% success rate for white candidates.

4.6 The gender of the applicants is summarised in the table below:

Gender	Number of Applicants	Percentage
Female	298	31.9%
Male	634	68.0%
Prefer not to say	1	0.1%
Total	933	100.0%

4.7 At the end of the process, 46 female candidates were successful in their applications to become a police officer. This represented 15.4% of the total applications received from female candidates and was also higher than the 9.8% of male candidates who were successful in this process.

4.8 Both of these figures could improve further still because 20 candidates (6 female and 14 male) remain in the process awaiting either Assessment Centre or interview.

**5.0 Police Officer Recruitment Campaign – February 2018**

5.1 A total of 841 applications were received in this recruitment process.

5.2 The ethnicity of the applicants is summarised in the table below:

Ethnicity	Number of Applicants	Percentage
BME	57	6.8%
White	781	92.9%
Prefer not to say	3	0.4%
Total	841	100.0%

5.3 There were encouraging increases in the total number of applications received from BME candidates as part of this campaign. This resulted in the proportion of applications from BME candidates increasing from 5.8% in July 2017 to 6.8% in February 2018.

5.4 A total of 21 BME candidates have successfully progressed through the BSQ and SJT stages of the process so far. This represents 36.8% of the total applications received from BME candidates and was comparable to the 39.6% of white candidates who have also been successful in this process to date.

5.5 More encouragingly, this represents the greatest number of BME candidates that have ever progressed to the Assessment Centre stage during a Sussex Police recruitment campaign.

5.6 In terms of gender, there was a small reduction in the number of applications received from female candidates, in line with the reduction in the total number applications received for this campaign.

Gender	Number of Applicants	Percentage
Female	267	31.7%
Male	570	67.8%
Prefer not to say/describe	4	0.5%
Total	841	100.0%

5.7 To date, 39.0% of original female applicants (104) remain in the process and will now be invited to undertake the Police SEARCH Recruit Assessment Centre. This figure is comparable with the 39.6% proportion of original male applicants (226) still in the process too.

## 6.0 Lessons Learnt from the Campaigns

6.1 The recruitment campaigns in July 2017 and February 2018 demonstrated a continued increase in the number of applications received from BME candidates. The percentage of female applicants remained consistent across both campaigns.

6.2 The ethnicity and gender of the applicants for all four of the recent police officer recruitment campaigns are summarised in the table below:

Recruitment campaign	% of BME Candidates	% of Female Candidates
February 2016	3.8%	32.2%
October 2016	5.2%	35.2%
July 2017	5.8%	31.9%
February 2017	6.8%	31.7%

6.3 The Force acknowledges that more still needs to be done to increase the overall number of applicants from BME communities. Sussex Police remain focussed on the need to attract and recruit individuals from BME communities and recognise that this involves longer-term engagement with local communities. This work has already started in communities within Crawley.

6.4 The improved success rates for BME candidates in the July 2017 campaign and the progression of the greatest number of BME candidates than ever before to the Assessment Centre stage of the most recent recruitment campaign indicates that the supportive measures Sussex Police have introduced are working.

6.5 Sussex Police recognise that they still need to do more to reach out and to BME communities and encourage them to consider a career in the police. The Force is developing an 'Attraction Strategy' to deliver the recruitment required as part of the 2018/22 workforce plan.

6.6 The Force will also seek to increase female representation as part of their HEforSHE campaign to close the gender gap in senior leadership by 2020. Sussex and Surrey Police have both committed to ensure that the number of women in senior police officer and staff roles at least matches the overall proportion of women in the workforce.

## 7.0 Sussex Police 2018/22 Transformation Strategy

7.1 The Chief Constable launched the Sussex Police 2018/22 Transformation Strategy in April 2018 which set out how Sussex Police will use the additional funding raised by the precept uplift and the use of reserves to modernise and strengthen local policing in Sussex.

7.2 The Strategy set out plans for the recruitment of 200 new police officers each year for the next four years as a result of an increase in the precept for 2018/19. It was highlighted that 40 police officers are expected to join Sussex Police in July 2018, with further intakes planned in September and December 2018, and March 2019, each comprising of 72 new officers. The Force will also seek to attract transferees from other police force areas into the organisation too.

## Agenda Item 9

- 7.3 The Attraction Strategy will set out the plans for additional investment in resources and materials to help Sussex Police recruit to the number of new officers required over the four years, whilst attracting the widest possible diversity of candidates.
- 7.4 The Commissioner challenged the Chief Constable regarding the recruitment processes, including what Sussex Police is doing to encourage applications from those individuals with a protected characteristic, at her formal monthly Performance & Accountability Meeting in May 2018. This session is archived and can be viewed on the Commissioner's webcast through the following link: [www.sussex-pcc.gov.uk/get-involved/webcasting/](http://www.sussex-pcc.gov.uk/get-involved/webcasting/)
- 7.5 The Commissioner will continue to monitor progress made in respect of police officer recruitment and challenge, where appropriate, on behalf of the public.

**Recommended** – That the Police & Crime Panel notes the content of the report.

**Mark Streater**  
**Chief Executive & Monitoring Officer**  
**Office of the Sussex Police & Crime Commissioner**

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## Sussex Police and Crime Panel

**29 June 2018**

### Annual Report from the Host Authority

### Report by The Clerk to Sussex Police and Crime Panel

#### Recommendation

That the Panel:

1. Notes the budget outturn for 2017/18.
2. Agrees to amend its constitution as detailed in section 4 of this report
3. Notes the new mileage rate of 45p per mile, as set out in section 5

#### 1. Background

1.1 The Panel incurred the costs below in respect of its operation in the period 1 April 2017 to 31 March 2018.

- £62,662 for administrative expenses.
- £1,170 for members' expenses.

Total: £63,832

In line with the terms of the grant, the Host Authority (West Sussex County Council) submitted a claim for this amount in April 2018.

1.2 The Panel considers a summary of its operating costs every year, at its Annual Meeting. A breakdown of expenses can be found on the Panel's webpage: [www.westsussex.gov.uk/pcp](http://www.westsussex.gov.uk/pcp).

#### 2. Discussion

2.1 The Panel met formally four times in 2017/18.

2.2 At its Annual Meeting in June 2017 the Panel undertook its statutory duty to scrutinise the Commissioner's Annual Report. Members were concerned that the lack of defined outcomes and supporting data made it difficult to determine whether or not objectives were being achieved, and made it difficult to for the public to hold the Commissioner to account.

2.3 The Panel also looked at diversity within Sussex Police, after Home Office data ranked it 35th of 43 for black and minority ethnic representation among forces in England and Wales. A focussed effort by Sussex Police did not yield significant improvement, and the Panel agreed to continue to monitor the situation (an update report can be found elsewhere on this agenda).

- 2.4 The Panel was supportive of Sussex Police's work, supported by the Commissioner, within schools and other educational establishments, based around the establishment of the Prevention Youth Officer role, under the Local Policing Programme. The focus on partnership working and outreach to vulnerable groups was particularly welcomed.
- 2.5 The Panel worked with the Commissioner's officers, both in formal session and in Working Group meetings to consider the Medium Term Financial Forecast in autumn 2017, in preparation for undertaking its statutory duty to review the proposed precept in January 2018. Members expressed frustration that the Government's late settlement announcement, with the attendant late removal of the precept cap, meant that the Panel (and residents) were not consulted on the full £12 (band D) precept increase eventually proposed by the Commissioner, until the Panel's January 2018 meeting. The Panel's officers worked with the Commissioner's team to improve arrangements for the 2019/20 budget/precept cycle.
- 2.6 Members continued to highlight the concerns arising from their communities over the Chief Constable's Local Policing Programme. At its January 2018 meeting, the Panel supported the Commissioner's proposed precept increase, based in part on the Chief Constable's commitment to spend more on local policing. Increased resources were also promised for road policing and for the 101 service, both areas about which the Panel (via its members, and via written questions from members of the public) had voiced reservations, over the course of several years.
- 2.7 Following scrutiny of the initiative at its October 2017 meeting, when members' concerns centred around the loss of impact of a witness's evidence when it was not given "in person", the Panel planned to undertake a demonstration of video-enabled justice. Due to delays in the programme, this has yet to be scheduled. In May 2018 members undertook a tour of the Tactical Firearms Unit, in order to better understand how the service is shared across Surrey and Sussex.
- 2.8 Matching the collaborative arrangements being developed by their respective forces, the chairmen and vice chairmen from Sussex, Surrey, Hampshire and Thames Valley Police and Crime Panels met to explore how scrutiny of these arrangements might best be undertaken.
- 2.9 On behalf of the Panel, in April 2018 the Chairman attended the inaugural meeting of the Local Government Association Special Interest Group for Police and Crime Panels, which aims to act as a national association for PCPs (to mirror arrangements in place for Commissioners, and for their Chief Executives). Members will be updated under an item elsewhere on this agenda.

### 3. **Funding for 2018/2019**

- 3.1 The Home Office has confirmed that funding will remain unchanged for 2018/19, comprising £53,300 for Panel administration costs, and up to £18,400 (20 x £920), available for members' allowable expenses. The final latter sum will depend on the number of members Panel for 2018/19, which

the Panel will determine under an item elsewhere on this agenda. The two sums are not ring-fenced.

3.2 The funding will be paid in arrears, in six-monthly instalments. The PCP must publish details of all Panel expenditure, including administration costs and individual Panel member claims for expenses, on its website. Per para 1.2, the Panel has complied with this requirement.

3.3 It is anticipated that the staff costs of administering the Panel will be achieved within the envelope of funding provided by the Home Office for the forthcoming year.

4. **Sussex Police Crime Panel Constitution – Questions for the Commissioner**

4.1 Members are asked to agree an amendment to the Constitution. The Panel's constitution is attached as Appendix 1, for information.

The Constitution currently makes provision for the submission of written questions from members of the public for the Commissioner and/or the Panel at every formal Panel meeting. Written questions can be submitted up to two weeks before the date of the meeting. Written responses to those written questions deemed to be within the Commissioner's remit, and to questions to the Panel, are tabled at the meeting (with responses to questions deemed to relate to operational policing matters being published on the Panel's webpage after the meeting). Panel members can pose supplementary questions related to the subject matter.

The Panel's Constitution also makes provision for members of the public to attend the Panel's Annual Meeting and pose questions and a supplementary question to the Commissioner and the Panel, in person. Advanced notice of questions is encouraged, but not mandatory.

4.2 Following discussion between the Chairman and Vice Chairman and the Commissioner on the arrangements for public engagement with the Panel, it is proposed to enhance the current arrangements. Under the proposal, while the provision for written questions at every meeting, and public question time at the annual meeting, remain, questions from members of the public in person will be allowed at the beginning of every other formal meeting of the Panel. Public questions at ordinary Panel meetings will need to be submitted no later than two weeks prior to the date of the meeting. Written responses will be tabled at the formal meeting, and the questioner will be able to pose a supplementary question at the meeting.

4.3 **Rules of Procedure, proposed new paragraph inserted between paragraphs 17 and 18.**

To reflect this new arrangement, it is proposed to insert a new paragraph between current paragraphs 17 and 18 of the Panel Arrangements:

18 Public question time will follow approval of the minutes at each ordinary meeting of the Panel. Members of the public wishing to ask a question of the Commissioner or the Panel in person will need to

submit their question no later than two weeks prior to the date of the meeting, and will be allowed a supplementary question, based on the response.

**5. Mileage Rate**

- 5.1 The host authority (West Sussex County Council) of the Sussex Police and Crime Panel is responsible for the payment of travelling expenses including a car mileage rate at the level paid to members of WSCC. On 1 May 2018 West Sussex County Council reduced its mileage rate to 45p per mile, to match the tax-free rate published by HMRC. This will now be the rate that members of the Panel will be able to claim for travel by car on Panel business. This rate will apply to all claims from 1 May onwards.

**6. Resource Implications and Value for Money**

- 6.1 The Constitution of Sussex Police and Crime Panel states that its total running costs shall be contained within the funding provided by the Home Office.

**7. Risk Management Implications**

- 7.1 None

**8. Other Considerations – Equality – Crime Reduction – Human Rights**

- 8.1 Not applicable

**Tony Kershaw**

Clerk to Sussex Police and Crime Panel

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**Appendix 1** - Sussex Police and Crime Panel Constitution.

## Sussex Police and Crime Panel – Constitutional Documents

The Panel is a joint Committee under section 101 and 102 of the Local Government Act 1972. Each of the 15 borough, county, district, and unitary authorities across Sussex shall appoint one member as its representative on the Panel and may nominate a single named substitute member. The term of office will be determined by a member's own local authority and membership of the Panel ceases if that member ceases to be a member of the appointing local authority. Two independent persons will also be co-opted to the Panel. Their term of office shall be one year, renewable up to five years by the Panel. After this time the positions will be re-advertised. There is no maximum term of office for any member or co-opted member of the Panel. **The Panel shall have the ability to appoint substitute Independent Co-opted Members. Any substitute Independent Co-opted Member will be subject to the same terms of recruitment, appointment and membership as applies for full Independent Co-opted Members.**

The 15 local authorities making up the Sussex Police and Crime Panel and adopting these constitutional arrangements are:

Adur District Council  
Arun District Council  
Brighton and Hove City Council  
Chichester District Council  
Crawley Borough Council  
Eastbourne Borough Council  
East Sussex County Council  
Hastings Borough Council  
Horsham District Council  
Lewes District Council  
Mid Sussex District Council  
Rother District Council  
Wealden District Council  
West Sussex County Council  
Worthing Borough Council

In the event that an authority fails to appoint a member by the required deadline, appointment of a member of that authority shall fall to the Secretary of State for the Home Department.

### Terms of Reference

The Panel will hold the elected Police and Crime Commissioner to account and will seek to work in a constructive manner with the post holder with a view to supporting the effective exercise of his/her functions within Sussex.

1. To review and make reports or recommendations on the draft police and crime plan, or draft variation, given to the Panel by the Police and Crime Commissioner which the Commissioner must take into account, and to publish the reports or recommendations.
2. To review, put questions to the Police and Crime Commissioner at a public meeting, and make reports or recommendations (as necessary) on the

- Commissioner's annual report, and to publish the reports or recommendations.
3. To hold a public confirmation hearing and review, make reports and recommendations (as necessary) in respect of proposed senior appointments (Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner) made by the Police and Crime Commissioner and to publish the reports or recommendations.
  4. To hold a public confirmation meeting to review and make reports on the proposed appointment of the Chief Constable including, if necessary, the use of the power of veto by a two thirds majority of the current membership of the Panel and to publish the reports.
  5. Upon receiving written notification from the Commissioner of his/her intention to call upon the Chief Constable to retire or resign to make recommendations to the Commissioner as to whether or not such resignation or retirement should be called for.
  6. To consult the Chief Inspector of Constabulary (where necessary) and hold a private meeting which the Chief Constable and Commissioner may attend to make representations about the requirement to resign or retire and to publish the recommendations made to the Commissioner.
  7. To review and make reports and recommendations (as necessary) on the proposed precept including, if necessary, the use of the power of veto by a two thirds majority of the current membership of the Panel and to publish the reports or recommendations.
  8. To review or scrutinise decisions or proposals made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions, which may be in the form of reports or recommendations to the Commissioner which must be published.
  9. To fulfil functions in relation to complaints about the Commissioner on conduct matters, in accordance with the responsibilities accorded to the panel by the Police Reform and Social Responsibility Act 2011.
  10. To appoint an Acting Police and Crime Commissioner if necessary, where the Commissioner is incapacitated, resigns or is disqualified or suspended.
  11. To suspend the Police and Crime Commissioner if it appears to the Panel that the Commissioner has been charged in the United Kingdom, the Channel Islands or Isle of Man with an offence that carries a maximum term of imprisonment exceeding two years.
  12. To delegate, to the extent that it wishes to do so and so far as permitted by law, areas of work to a sub-committee or working group.
  13. To require the Commissioner and his or her staff to attend meetings to give evidence in accordance with statute when deemed necessary for the Panel to discharge its functions.

14. Following a requirement made by the Panel for the Commissioner to attend a meeting, it may request the attendance of the Chief Constable at that meeting to answer questions which the Panel feels are necessary for the discharge of its functions.
15. To require the Commissioner to respond in writing within a specific timescale to any report or recommendation made by the Panel to the Commissioner.
16. To undertake any other such functions as are conferred upon the Panel by the Police Reform and Social Responsibility Act 2011 and any subsequent regulations made under the Act.

## **Panel Arrangements**

### *Resources*

1. *All Home Office funding for the Panel will be received and administered by the Host Authority.*
2. *Any authority wishing to take on or relinquish the role of Host Authority must give at least six months' notice to the Panel, to expire on either 1 April or 1 October in any given year.*
3. The total costs of running the Panel shall be contained within the Home Office funding although any local authority may provide additional funding or other resources to support the work of the Panel.
4. An annual budget report shall be submitted to the Panel by the host authority.
5. Constitutional and other specialist support will be provided by the host authority, together with creation and maintenance of a website, issuing press releases (with the agreement of the Chairman), and administration of the payroll for member allowances. Additional services can be commissioned as needed, subject to funding being available. All constituent local authorities will be encouraged to provide a link from their websites to the Panel website.
6. The host authority will be responsible for the payment of travelling expenses of members, either the price of a second class public transport ticket (receipts must be provided) or a car mileage rate at the level paid by the host authority to its own members for travel expenses. Additional expenses and allowances may be payable by a member's own authority. The Proper Officer of the host authority may, with the agreement of the Panel Chairman, authorise any Panel member to attend relevant conferences or training courses and for this to be paid for at the subsistence rates available from the host authority, within available funding.
7. The host authority will provide an attendance list at each meeting or informal meeting of the Panel or any sub-committees or working groups. All members should sign the register when attending and this will be used to evidence travel expense claims.

8. The host authority will organise at least one training session on an annual/two yearly basis, to coincide with appointments to the Panel and will provide advice and guidance to any new member appointed.
9. Meetings may be held in any part of Sussex, but will usually be held at 10.30 a.m. at County Hall, Lewes. Meetings will be webcast when funding allows.
10. The host authority will be responsible for ensuring that agendas, summons and papers are sent out that comply with the requirements of the Local Government Act 1972. The notice of meeting and summons will be signed by the Proper Officer of the host authority.
11. The presumption is that all formal items will be considered in public except for those that meet the Part II confidentiality criteria of Schedule 101A of the Local Government Act 1972. Part I reports, agendas and minutes will be published on the dedicated webpage provided by the host authority, to which other authorities are invited to provide a link.
12. The press and public may be excluded from any part of a meeting when the Panel passes a resolution to that effect, when it considers that exempt information may be given or discussed and that it considers the public interest in keeping the information out of the public domain greater than the public interest in disclosing it. A Part I summary of any such discussions shall be included in the minutes.
13. Members are under an obligation not to disclose any confidential or exempt information that they obtain as a member of the Panel when it has been made clear to them that the information is not in the public domain.
14. Reports to the Panel must make reference to statutory or legal provisions to which the Panel must have regard.

*Additional Local Authority Members*

- 15a. Subject to the agreement of the Home Secretary, Brighton and Hove City Council – as a unitary authority – shall be granted one additional co-opted local authority seat on the Panel to address geographical imbalance. The nomination of a member for this seat by Brighton and Hove City Council shall, so far as possible, support the Panel in meeting the balanced appointment objective. This member will have a one-year period of office.
- 15b. Subject to the agreement of the Home Secretary, an additional local authority member may be appointed from each of the county councils on the agreement of the Panel, to address any perceived imbalance in political proportionality. This will be considered at the annual meeting. Such members will have a one-year period of office.
16. Constituent authorities will strive to maintain political proportionality of the Panel as far as is practicable and will review the proportionality of all members of the 15 authorities on an annual basis, taking account of local authority elections across Sussex.



17. An additional appointed local authority member can be removed from office through a majority vote of the Panel present, provided the member has been given no less than four weeks' notice of the proposal and has the opportunity to make representations to the Panel.
18. If an additional appointed member ceases to be a member of the Panel, the Panel will seek a replacement member from the same local authority for the remainder of the term.

*Independent Co-opted members*

19. Two independent co-opted persons will be co-opted for a one year term, which can be renewed by the Panel annually for up to five years before the position must be re-advertised. They will have full voting rights. They may not be members of the constituent authorities of the Panel. They will be appointed through public advert and interviews conducted by members of the Panel within arrangements agreed by the Panel.
20. An independent co-opted member can be removed from office through a majority vote of the Panel present, provided the member has been given no less than four weeks' notice of a proposal to remove and provided the member has an opportunity to make representations about the proposal.
21. If an independent co-opted member ceases to be a member through removal, resignation or some other means, the Panel will seek a replacement member through the process as described in paragraph 18 above. The new appointment will be for the remainder of the term.

*Standards*

22. Members, including independent co-opted members, will be bound by the code of conduct of the host authority.

*Urgent Action*

23. If, in the view of the host authority's Proper Officer, a decision within the Panel's remit is sufficiently urgent that it cannot wait for the next meeting of the Panel and it is not in the public interest that the matter should be delayed, then the host authority's Proper Officer may decide the matter in consultation with Chairman of the Panel. The action taken will be reported to the next meeting of the Panel. This paragraph does not empower the Proper Officer to take any decision on a matter which is reserved by law to the Panel.
24. A register shall be maintained by the host authority of every decision taken under paragraph 22 above.

**Rules of Procedure**

*Chairmanship*

1. A Chairman and a Vice-Chairman will be elected annually, at the annual meeting in June. Nominations will be made at the meeting and voting will

take place by a show of hands. A secret ballot can be requested by three members.

2. A Chairman can be removed from office through a majority vote of no confidence called by any member of the Panel.
3. Any vacancy occurring in the Chairmanship or Vice-Chairmanship through removal or resignation can be filled at any meeting of the Panel and will be effective until the next annual meeting of the Panel.
4. In the absence of both Chairman and Vice-Chairman, a Chairman for a single meeting will be appointed by a simple majority of votes.

#### *Decision-making*

5. All decisions will be made by a simple majority of votes of members present unless otherwise specified by statute, the Panel Arrangements or these Rules of Procedure. The Chairman of the meeting will have a second or casting vote in the event of a tied vote. All other Panel members will have one vote. Voting will be by a show of hands.
6. Any member can ask for the way in which they voted to be recorded in the minutes.
7. A recorded vote shall be undertaken if requested by any member.
8. Any member can make a proposition or propose an amendment to a proposed resolution if backed by a seconder. Votes will be taken unless consensus is reached.
9. A meeting or debate can be adjourned at the request of the Chairman, including an adjournment of the meeting if the required quorum is not present.
10. The validity of a decision will not be affected by any vacancy in the Panel membership, provided that the quorum has been met.
11. The Panel will not usually review any decision it has taken during the six months following such decision

#### *Committee Procedures*

12. The quorum for the meetings of the Panel is 10 members.
13. At the Annual Meeting, the first item of business will be appointment of Chairman. The second item of business will be appointment of Vice-Chairman. Items will then follow the pattern for ordinary meetings set out below.
14. At ordinary meetings of the Panel, the first item of business will usually be declaration of interests.

15. The second item of business at ordinary meetings of the Panel will be the approval of minutes, to be signed by the Chairman. No discussion will take place about the minutes other than on their accuracy.
16. An item for urgent matters will appear on each agenda. Urgent matters will be taken at the discretion of the Chairman when it appears that a matter is so urgent that it cannot wait until the next meeting of the Panel.
17. The Panel will hold an annual public meeting to scrutinise the Commissioner's annual report. Business will follow that of an ordinary meeting, but with a public question time immediately following the approval of the minutes. The maximum time for the question time shall be 45 minutes unless the Panel agrees to an extension.
18. Written questions from the public can be submitted two weeks in advance of the published date of the annual public meeting or any ordinary meeting of the Panel, for which the Commissioner or Panel Chairman will be invited to provide a written response by noon on the day before the meeting. The response will be circulated to Panel members and the questioner.
19. A special meeting of the Panel can be convened at the request of the Chairman or on the request of one third of the members of the Panel, providing that proper notice can then be given. One use of this provision may be a confirmation hearing for a proposed appointment by the Commissioner.
20. Panel business will be indicated on the agenda, but the order of business can be varied at the Chairman's discretion.
21. The host authority will work with the Chairman in advance of meetings to identify items for the agenda and in setting the order of the business, including issues of confidentiality.
22. Any member may give notice of an item to be included on the agenda provided it is relevant to the business of the Panel, is agreed by the Chairman and is no less than eight working days in advance of the meeting.

#### *Conduct of Meetings*

23. On each item, the Chairman will invite members to speak in turn.
24. Any member speaking will be silent at the request of the Chairman.
25. Following a warning from the Chairman to a member about disruptive behaviour, the Chairman may ask the Panel to agree that the member no longer be heard if the behaviour continues.
26. The Chairman may order the removal of disruptive members of the public from a meeting, or clear the public gallery to enable Panel business to continue.
27. All mobile phones and other communication devices must not disrupt Panel meetings.

28. No visual or sound recording may be taken without the permission of the Chairman in advance of the meeting.

*Sub-Committees and working groups*

29. The Panel is empowered to establish sub-committees to fulfil any of its functions except those that by law may not be delegated. Sub-committees may not co-opt members.
30. The Panel is empowered to establish time-limited informal working groups that can undertake proactive work on the initiative of the Panel or at the request of the Commissioner, with the agreement of the Panel. The working groups will be flexible and informal, but must report back to a formal, public meeting of the Panel. A working group may co-opt additional members, who will be able to claim travel expenses within available resources.
31. Any sub-committee or working group established will have the discretion to appoint its own chairman.

*Relationship with Commissioner*

32. The Panel will hold the elected Police and Crime Commissioner to account and will seek to work in a constructive manner with the post-holder.
33. The Commissioner will have a standing invitation to attend all meetings of the Panel which may be withdrawn on any occasion at the discretion of the Chairman. The Commissioner's staff may also be invited by the Chairman to attend appropriate meetings of the Panel, at the discretion of the Commissioner. The Panel may, however, require the Commissioner to attend for specific items.
34. The Commissioner may invite the Panel to undertake scrutiny of any issue within his or her remit, but it will be for the Panel to decide whether it will accept any such request.
35. The Panel may require certain reports from the Commissioner in accordance with statute, but may also request other reports from the Commissioner that it considers necessary in order to effectively undertake its business. The Commissioner usually will be given at least three weeks' notice, but a report may be requested at shorter notice in cases of urgency.
36. *In the event of the Panel receiving a complaint about the conduct of the Commissioner, or of a conduct issue otherwise coming to the attention of the Panel, the initial handling is delegated to the Proper Officer of the Host Authority. The Proper Officer shall determine whether or not the complaint falls within the remit of the Panel, and whether it is deemed to be serious, under the Police Reform and Social Responsibility Act 2011.*
37. *Where a complaint falls within the remit of the Panel, but is judged to be non-serious, the Panel will establish a working group to consider the need for, and to undertake, informal resolution of the complaint. The working group, having a quorum of 3, will have up to 5 members. The membership will be rotated and the working group will strive to include 1 minority party member and 1 independent member.*

38. *The Panel shall receive a schedule of complaints at each quarterly meeting.*

*Other relationships*

39. The Panel will seek to avoid duplication of the work of Crime and Disorder Scrutiny Committees in its constituent authorities. The role of the Panel is to scrutinise the Commissioner and not the Responsible Authorities as defined by the Crime and Disorder Act 1998, including Sussex Police and local authorities.

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## Sussex Police and Crime Panel

29 June 2018

### The National Association of Police, Fire and Crime Panels

#### Report by The Clerk to Sussex Police and Crime Panel

##### **Executive Summary**

Sussex Police and Crime Panel has informally joined The National Association of Police, Fire and Crime Panels, a Special Interest Group under the auspices of the Local Government Association. The Panel should formally agree how it will be represented on the Panel, and how it wishes to be informed of matters related to the Association.

##### **Recommendations**

That the Panel agree:

1. The Panel formally agrees to join The National Association of Police, Fire and Crime Panels, and agrees the annual fee of £500.
2. That Sussex PCP is represented on NAPFCP by the Chairman, with the Vice Chairman acting as substitute in the event the Chairman is unavailable.
3. That Panel members are informed of issues due to be discussed at upcoming Association meetings, via email, with a paper being brought to a meeting of the Panel for formal debate in respect of significant matters.
4. That Panel members are kept updated on general news and information relating to the Association (including agenda and papers), via email.
5. That the Panel representative attending an Association meeting provides a verbal report to Panel members at the next formal meeting of the Panel.

#### 1. **Background**

- 1.1 While Police and Crime Commissioners and their chief executives have their own representative bodies (the National Association of Police, Fire and Crime Commissioners, and the Association of Policing & Crime Chief Executives (APACE) respectively), Police and Crime Panels (PCPs) have hitherto not.
- 1.2 Following a meeting in February 2017, and a subsequent consultation of Panels, it was agreed to establish The National Association of Police, Fire and Crime Panels (NAPFCP), as a Special Interest Group under the auspices of the Local Government Association.
- 1.3 A letter from the Association's Chairman is attached as appendix A, setting out the outcomes from the inaugural meeting (including the terms of

reference) on 19 April 2018. The Chairman of Sussex PCP attended the meeting on behalf of the Panel, having first (via email) consulted members on the issues due to be discussed - in particular that members were content for Sussex PCP to join the Association, content for him to attend and participate on the Panel's behalf, and content with the £500 annual fee.

## 2. **Discussion**

2.1 Sussex Police and Crime Panel must formally agree how will be represented on the Association.

2.2 The Panel should agree how it wishes to be kept updated on the work of the Panel's representative and on the work of the Association more generally.

### **Proposals**

- It is proposed that Sussex PCP is represented on NAPFCP by the Chairman, with the Vice Chairman acting as substitute in the event the Chairman is unavailable.

2.3 It is further proposed that:

- The Panel formally agrees to join The National Association of Police, Fire and Crime Panels, and agrees the annual fee of £500.
- Panel members are informed of issues due to be discussed at upcoming Association meetings, via email. In the event that the Association plans to discuss matters deemed to be of significant importance, a paper will be brought to a meeting of the Panel for formal debate, in advance of the Association's meeting.
- That Panel members are kept updated on general news and information relating to the Association (including agenda and papers), via email.
- That the Panel representative attending an Association meeting provides a verbal report to Panel members at the next formal meeting of the Panel.

## 3. **Resource Implications and Value for Money**

3.1 The NAPFCP's £500 annual membership fee is met from the funds provided by the Home Office for the operation and administration of Sussex Police and Crime Panel.

## 4. **Risk Management Implications**

4.1 The Association will seek to represent the view of the Police and Crime Panels of England and Wales. It is important that Panel members can have confidence in the way in which Sussex Police and Crime Panel is represented within the Association.

## 5. **Other Considerations – Equality – Crime Reduction – Human Rights**

5.1 Not applicable



**Tony Kershaw**

Clerk to Sussex Police and Crime Panel

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**Appendices**

Appendix A - Letter from the Chairman, NAPFCP

**Background Papers**

None

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Essex Police Fire and Crime Panel  
Essex County Council  
Chelmsford  
Essex

Dear Chairman,

### **National Association of Police Fire and Crime Panels - NAPFCP**

Please allow me to introduce myself as the Chairman of the newly formed National Association of Police, Fire and Crime Panels for England and Wales. An inaugural meeting took place on 19<sup>th</sup> April 2018 at the LGA offices in London to review the formation of the Association, agree its outline terms of reference and initial work programmes and to elect a Chair and Vice Chair(s).

Invitations to the inaugural meeting were sent to all Panels asking each to send a representative to help ensure decisions made at the meeting were truly representative of all PCP's / PFCP's. A list of those panels that were represented at the meeting appears at the end of this letter. Whilst not all representatives had delegated powers for their panels, out of the 21 panels that were represented, 16 (40%) of the total number of panels in England and Wales confirmed they would become association members at the inaugural meeting. Whilst an additional 5 panel representatives were also in favour of the formation of a national association, they were not in a position to confirm their panel membership.

It is hoped that membership will increase as the NAPFCP becomes established and include all PCP/PFCP's to provide a common voice when interfacing with the Home Office, the National Association of Police, Fire and Crime Commissioners, the Association of Policing & Crime Chief Executives (APACE) and the LGA as appropriate.

The NAPFCP membership subscription for the first year was agreed at £500. The Essex PFCP, as the lead authority for the NAPFCP Chairman will handle the associations operating accounts and be responsible for the generation of subscription invoices as appropriate. The Association has a Treasurer, Paul Cain who was appointed at the inaugural meeting.

The NAPFCP Terms of Reference were agreed as:

- ❖ To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCPs)
- ❖ To share ideas and experience in response to the expanding role of PCCs and PFCs and thereby PCPs / PFCPs
- ❖ To create a mechanism for direct liaison between PCPs / PFCPs and the Home Office
- ❖ To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others

Agenda Item 13  
Appendix A

- ❖ To support the development of joint PCP /PFCP responses to relevant consultations
- ❖ To promote professional standards
- ❖ To share good practice and create guidance and other supporting materials for PCPs /PFCPs
- ❖ To ensure stability and collective memory in a landscape where PCPs / PFCPs can have significant changes in membership
- ❖ To provide capacity for horizon scanning across all PCPs / PFCPs.
- ❖ To promote better public understanding of the role of PCPs / PFCPs.

Production of a NAPFCP constitution document will be undertaken by Dr Christopher Kemp, Norfolk PCP and supported by Carla Thomas, Merseyside PCP ready for the Frontline Consulting Annual Meeting of PCP / PFCP's in November 2018.

A subscription invoice will be sent to you shortly in the hope that your panel will agree to become a member. Should you have any questions relating to the formation of the Association or specific areas of interest that you believe should be addressed by the Association then feel free to contact Robert Fox or I, using the contact details given within this letter.

Thank you and I look forward to meeting with many of you as time permits during the year.

Yours sincerely,



John Gili-Ross

Chairman - National Association of Police Fire and Crime Panels

## National Association of Police Fire and Crime Panel - Membership

The following PCP's / PFCP's confirmed their commitment to become NAPFCP members at the inaugural meeting held on 19<sup>th</sup> April 2018:

Bedfordshire - NAPFCP Treasurer Paul Cain

Cleveland

Derbyshire

Dorset - NAPFCP Vice Chair John Adams

Essex - NAPFCP Chairman John Gili-Ross

Hertfordshire

Kent and Medway

Merseyside

Norfolk

Northamptonshire

Northumbria

Nottinghamshire

South Yorkshire

Sussex

West Midlands

West Yorkshire - NAPFCP Vice Chair Alison Lowe

The following panels also sent representatives to the meeting but at that time they did not have the delegated powers to commit their panel to membership of the Association.

Lancashire

Leicestershire

North Wales

Staffordshire

Warwickshire

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## Sussex Police and Crime Panel

29 June 2018

### Written Questions

#### Report by the Clerk to the Police and Crime Panel

The table below provides a schedule of the written questions received prior to this meeting and where possible responses have been included. Responses will be tabled at the meeting that were not available at the time of despatch. Written Questions must be received 2 weeks before a meeting of the Panel and the Commissioner or Panel Chairman is invited to provide a response by noon of the day before the meeting.

Questions that relate to operational matters of Sussex Police will be passed to a relevant officer at Sussex Police for a response and a brief summary of the question will be provided below.

Question	Response
<p>1) There have recently been door to door sellers of domestic items such as cloths, who purport to be from charities for ex-offenders. They can be intimidating and often seek entry into people's houses. Are these sellers part of a legitimate, regulated group or charity and if so, are they supervised by the probation service?</p> <p>Mrs Buckley of Arundel.</p>	<p>Thank you for sharing your concerns with me about your recent experiences of door-to-door sellers in Arundel.</p> <p>These concerns specifically relate to operational policy and procedure and it would be more appropriate for Trading Standards within West Sussex County Council (WSCC) to look into these on your behalf.</p> <p>I would, therefore, encourage you to access the 'Trading standards information for consumers' area of the WSCC website through the following link: <a href="https://www.westsussex.gov.uk/business-and-consumers/trading-standards-information-for-consumers/">https://www.westsussex.gov.uk/business-and-consumers/trading-standards-information-for-consumers/</a></p> <p>This site contains a range of information in respect of: how to get consumer rights advice and information; report doorstep callers and tips on how to avoid being caught out; find an approved Buy With Confidence (BWC) trader in your area and view the latest BWC directory; and how to report an illegal or undesirable trading activity to Trading Standards.</p> <p>I would also encourage you to report any specific incidents of intimidation or attempts to gain entry to your house to Sussex Police either by telephone to 101, by email to <a href="mailto:101@sussex.pnn.police.uk">101@sussex.pnn.police.uk</a> or by making an online report <a href="#">here</a>. In an emergency, where life might be in immediate danger or a crime is in progress, always call 999 as soon as possible.</p>

2) I would like to know if it is possible for financial support to be funded for Shadow Hunters.

I'm sure you know of the fantastic work they do in pursuit of paedophile activities but are a small and little financed organisation who can do much to counter on-line activities.

This work is crucial and more activists are needed!

Mr Baldwin of Horsham

I understand your desire to protect children from this abhorrent abuse but I would strongly encourage you to share any information you might have about child sexual abuse, online or otherwise, with Sussex Police so that they can investigate any allegations and bring individuals to justice, as and when appropriate.

I am concerned that 'paedophile hunters' may be taking risks and may not fully understand that their actions could seriously undermine police investigations and any subsequent prosecutions. Most importantly, unlike police officers, these individuals and groups have no officially recognised way of safeguarding child victims.

Chief Constable Simon Bailey is the National Police Chiefs' Council (NPCC) Lead for Child Protection and confirmed the following in respect of the approach taken by police force areas in England and Wales last year:

"Our approach to these groups has not changed. We may consider working with these groups in certain instances, if it helps us protect children and we can manage the risks of their involvement. But this is not the solution to the problem of abuse. We are tackling child abuse by using undercover officers and covert resources to catch those seeking to groom children online. We need technology and software companies to support us by doing more to prevent offenders using their platforms to prey on children."

I would again encourage you to report any specific concerns you might have about child sexual abuse to Sussex Police by calling 101, emailing [101@sussex.pnn.police.uk](mailto:101@sussex.pnn.police.uk) or by making an online report [here](#). In an emergency, where life is in danger or a crime is in progress, always call 999.



3) Can the Commissioner explain why in the light of some very high profile attacks using vehicles as weapons around the world, Sussex police allows vehicles of all sizes to regularly drive onto the paved areas of Eastbourne's town centre with impunity? From memory this was only allowed early in the morning before shoppers were up and about. Now this happens all day long in all of the sections. Some of the vehicles enter these areas at excessive speed too. If I were a terrorist, I'd view Eastbourne as a great target for either a ramming type attack or park up and detonate one, as no one seems to care about vehicles regularly mounting the pavement! As a county we've experienced terrorism first hand, and with Gatwick we're on alert for it, but not in our town centres it would seem.

Mr Gell of Eastbourne.

I recognise your concerns but would like to reassure you that there is no intelligence to suggest that an attack of this kind will happen in Sussex.

However, in 2017/18 a further £1m was provided to uplift the counter terrorism and firearms capabilities across Sussex and Surrey by 52 posts. This was part of a two year programme of work to provide a more robust response to frontline colleagues in the event of a terrorist attack. A total of 18 Specialist Firearms Officers were recruited and trained across 2017/18. These armed officers continue to support local policing teams when they are not being deployed or in training. Three new specialist Armed Response Vehicles were also made available in Sussex and Surrey too.

The points you raise in your email regarding driving on the pavement in Eastbourne town centre specifically relate to operational policy and procedure and remain the responsibility of the Chief Constable, in terms of direction, command and control.

I can confirm that driving on the pavement or footpath (to park or otherwise) is an offence under section 72 of the Highway Act 1835. Rule 145 of The Highway Code also states that, "You MUST NOT drive on or over a pavement, footpath or bridleway except to gain lawful access to property, or in the case of an emergency."

As you will no doubt already be aware, the town centre in Eastbourne remains subject to significant development with a number of large vehicles regularly coming and going, bus routes re-routed and delivery vehicles taking opportunities to deliver and move on as the businesses in the town centre continue to operate, despite the disruption from building work and road network changes.

Sussex Police would not routinely expect to carry out enforcement on each and every occasion that an offence is committed under the Highway Act. It is the responsibility of the Prevention team to take a proportionate approach to enforcement based on risk to individuals, property and the seriousness of any breach.

NSL Limited continue to enforce all other parking infringements in Eastbourne following the introduction of the Road Traffic Act (1991) and the decriminalisation of parking offences.

	<p>I would encourage you to report any specific incidents of driving on the pavements in Eastbourne to Sussex Police by calling 101, emailing <a href="mailto:101@sussex.pnn.police.uk">101@sussex.pnn.police.uk</a> or by making an online report <a href="#">here</a>. This information enables Sussex Police to develop intelligence regarding repeat offenders, times and locations that can then be used to plan, target and deploy police resources effectively.</p>
<p>4) I do not believe that the new Local Policing Model (LPM) is reaching rural communities and by default, community engagement is absent. The LPM document indicates that police will only attend community meetings where there is a clear police purpose and yet engaging with local communities is itself a clear police purpose.</p> <p>Unless Anti-Social Behaviour triggers a reason to for police to visit a rural community, police resources are solely focussed on Sussex Towns. Whilst I understand the need for police resources to be targeted at clear policing problems, should this be to the detriment of rural communities?</p> <p>Mr Cross</p>	<p>I understand the importance that the residents of Sussex place on police visibility and community engagement.</p> <p>This is the main reason I have continued to carefully monitor the implementation of the Local Policing Programme (LPP), articulating community concerns as the changes unfolded. The LPP is intended to create a modern workforce, of highly trained officers and staff, who are able to respond dynamically to the needs of the public and the changing types of crime, based on threat, risk and harm.</p> <p>I am pleased to confirm that neighbourhood policing officers are now spending 41% of their time proactively working in local communities, compared to just 16% that was possible as part of the previous structure.</p> <p>I have continued to hold the Chief Constable to account for the delivery of the LPP in respect of numbers, timescales and public engagement at my monthly webcast Performance &amp; Accountability Meetings (PAMs).</p> <p>For most of 2017, Sussex Police was still facing substantial funding reductions, projected to result in 476 fewer officers over the next four years. The lifting of the precept cap by Government at the end of the year, combined with a funding settlement and my decision to release £17m of reserves, means that Sussex Police is now investing in and strengthening, local policing – re-establishing the visibility and reassurance that communities have been telling me is so important to them.</p> <p>As a result, Sussex Police is now embarking on a large recruitment drive so that, by 2022, Sussex will have 200 more police officers than it currently does now. It will take some time for the investment to flow through into extra officers and better services but the groundwork put in over the past year by the Chief Constable and his team means that Sussex Police can scale up their Prevention, Response and Investigation capability so that the public feel a difference in Sussex, including our rural areas.</p>

The Chief Constable published his Sussex Police 2018/22 Transformation Strategy in April 2018 which sets out how the Force will use the additional funding to modernise and strengthen local policing in Sussex.

The LPP is a scalable model and can therefore flex as resources change. Now that the Strategy has been launched, I will monitor progress made against the delivery of the Strategy and challenge, where appropriate, at my monthly PAMs.

The Strategy was one of the areas that I raised with the Chief Constable at my PAM on 20 April 2018. This session is archived and can be viewed on my website through the following link:  
[www.sussexpcc.gov.uk/get-involved/webcasting/](http://www.sussexpcc.gov.uk/get-involved/webcasting/)

Further information about the LPM and the 2018/22 Transformation Strategy is available through the following link:  
<https://www.sussex.police.uk/about-us/priorities-and-direction/local-policing-model/>

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